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Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Budget for the support account for peacekeeping operations for the period from 1 July 2011 to 30 June 2012

Report of the Secretary-General

Summary

The present report contains the budget for the support account for peacekeeping operations for the period from 1 July 2011 to 30 June 2012, which amounts to $315,362,400, excluding enterprise resource planning requirements in the amount of $47,185,200, and provides for a total of 1,356 posts (1,350 continuing posts, taking into account the proposed net redeployment of 43 posts from the United Nations Logistics Base at Brindisi, Italy, and the abolishment of 4 posts, as well as the establishment of 6 new posts, including 1 general temporary assistance position converted to a post).

Financial resources
(Thousands of United States dollars; budget period is from 1 July to 30 June)

	Expenditures (2009/10)	Apportionment (2010/11)	Cost estimates (2011/12)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	186 484.0	202 986.4	207 054.3	4 067.9	2.0
II. Non-post resources					
General temporary assistance	17 948.2	24 576.5	25 345.0	768.5	3.1
Consultants	5 539.1	3 453.1	7 072.9	3 619.8	104.8
Official travel	15 878.2	13 173.1	13 041.7	(131.4)	(1.0)
Facilities and infrastructure	22 098.7	22 490.1	22 405.5	(84.6)	(0.4)
Communications	2 998.9	2 939.4	2 757.5	(181.9)	(6.2)
Information technology	29 397.1	22 924.9	22 742.8	(182.1)	(0.8)

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Category	Expenditures (2009/10)	Apportionment (2010/11)	Cost estimates (2011/12)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Other supplies, services and equipment	9 615.1	14 235.0	14 942.7	707.7	5.0
Subtotal II	**103 475.3**	**103 792.1**	**108 308.1**	**4 516.0**	**4.4**
Total, I and II	**289 959.3**	**306 778.5**	**315 362.4**	**8 583.9**	**2.8**
Enterprise resource planning	**28 516.5**	**57 033.0**	**47 185.2**	**(9 847.8)**	**(17.3)**
Staff assessment income	28 276.4	29 451.4	31 568.9	2 117.5	7.2
Net requirements	**290 199.4**	**334 360.1**	**330 978.7**	**(3 381.4)**	**(1.0)**

Human resources

Category	2010/11	2011/12	Change
Professional and higher			
Under-Secretary-General	—	—	
Assistant Secretary-General	—	—	—
D-2	8	8	—
D-1	23	24	1
P-5	116	120	4
P-4	406	424	18
P-3	294	314	20
P-2/P-1	29	28	(1)
Subtotal	**876**	**918**	**42**
General Service			
Principal level	31	31	—
Other level	345	348	3
National level	27	26	(1)
Field Service	28	29	1
Security Service	3	3	—
United Nations Volunteers	1	1	—
Subtotal	**435**	**438**	**3**
Total	**1 311**	**1 356**	**45**

The action to be taken by the General Assembly is set out in section IV of the present report.

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Abbreviations

AMISOM	African Union Mission in Somalia
ASG	Assistant Secretary-General
DFS	Department of Field Support
DPA	Department of Political Affairs
DPKO	Department of Peacekeeping Operations
FS	Field Service
GS	General Service
GS (OL)	General Service (Other level)
GS (PL)	General Service (Principal level)
GTA	General temporary assistance
IMIS	Integrated Management Information System
IPSAS	International Public Sector Accounting Standards
ISO	International Organization for Standardization
LL	Local level
MINURCAT	United Nations Mission in the Central African Republic and Chad
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSTAH	United Nations Stabilization Mission in Haiti
MONUC	United Nations Organization Mission in the Democratic Republic of the Congo
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
NATO	North Atlantic Treaty Organization
NGS	National General Service
NO	National Officer
OHCHR	Office of the United Nations High Commissioner for Human Rights
OIOS	Office of Internal Oversight Services
SMART	Senior Mission Administration and Resource Training Programme
SS	Security Service
SWIFT	Society for Worldwide Interbank Financial Telecommunication
Support for AMISOM	United Nations support for the African Union Mission in Somalia
TC	Trades and Crafts
UNAMA	United Nations Assistance Mission in Afghanistan
UNAMID	African Union-United Nations Hybrid Operation in Darfur

UNDOF	**United Nations Disengagement Observer Force**
UNDP	**United Nations Development Programme**
UNFICYP	**United Nations Peacekeeping Force in Cyprus**
UNICEF	**United Nations Children's Fund**
UNIFIL	**United Nations Interim Force in Lebanon**
UNITAR	**United Nations Institute for Training and Research**
UNHCR	**Office of the United Nations High Commissioner for Refugees**
UNLB	**United Nations Logistics Base at Brindisi, Italy**
UNMEE	**United Nations Mission in Ethiopia and Eritrea**
UNMIK	**United Nations Interim Administration Mission in Kosovo**
UNMIL	**United Nations Mission in Liberia**
UNMIS	**United Nations Mission in the Sudan**
UNMIT	**United Nations Integrated Mission in Timor-Leste**
UNMOGIP	**United Nations Military Observer Group in India and Pakistan**
UNOAU	**United Nations Office to the African Union**
UNOCI	**United Nations Operation in Côte d'Ivoire**
UNOMIG	**United Nations Observer Mission in Georgia**
UNOPS	**United Nations Office for Project Services**
UNPOS	**United Nations Political Office for Somalia**
UNTSO	**United Nations Truce Supervision Organization**
UNV	**United Nations Volunteers**

I. Introduction

A. Level of peacekeeping resources and the support account

1. As indicated by the Secretary-General in his report on the work of the Organization (A/64/1), the challenges that peacekeepers face today are unprecedented in scale, complexity and level of risk. Their engagement includes supporting political dialogue between parties, assisting national Governments in their efforts to extend State authority, strengthening human rights and the rule of law, advising on security sector reform, supporting disarmament, demobilization and reintegration programmes, and protecting civilians. Over the past five budget periods, the range of peacekeeping activities continued to develop or transform, in particular as seen recently in such missions as MONUSCO, UNIFIL and the support provided to the African Union forces in Somalia through the United Nations support for the African Union Mission in Somalia (support for AMISOM), placing varied demands on all Secretariat departments and offices funded from the support account.

2. The number of military and police personnel in United Nations peacekeeping missions and support for AMISOM has grown from 73,200 in 2005/06 to 100,429 in 2010/11, representing a 37 per cent increase, with a 97 per cent increase in peacekeeping civilian staff deployed in the field, from 13,200 in 2005/06 to 26,062 in 2010/11 (see table below).

Overview of financial and human resources for peacekeeping operations, 2005-2011

(Millions of United States dollars)

	2006/07	*2007/08*	*2008/09*	*2009/10*	*2010/11*	*2011/12 (projected)*
Budget levels						
Peacekeeping missions and support for AMISOM	5 174.6	6 499.8	6 974.0	7 479.2	7 391.6	7 248.6
UNLB	35.5	40.4	45.8	58.0	68.2	60.5
Support account	189.0	230.5	282.4	294.0[a]	306.8[a]	315.4[a]
Strategic deployment stocks	—	—	—	—	—	—
Total	**5 399.1**	**6 770.7**	**7 302.2**	**7 831.2**	**7 766.6**	**7 624.5**
Number of missions						
Peacekeeping missions and support for AMISOM	16	17	17	16	16	15
Special political missions	17	17	17	16	15	15
Number of personnel						
Military and police personnel authorized by the Security Council	84 737	113 128	117 020	113 613	111 537	100 429
Civilian staff in missions	18 921	18 013	19 490	26 927	26 391	26 062
Support account posts	819	1 122	1 220	1 245	1 311	1 356

[a] Excluding provisions for enterprise resource planning.

3. Compared with the 2006/07 period, the level of the total peacekeeping budget in 2011/12 is expected to increase by 40.7 per cent, from $5.4 billion to $7.6 billion (including UNLB and the support account), while the number of active peacekeeping missions in 2010/11 compared with 2006/07 decreased by 2, from 17 to 15 (including UNTSO, UNMOGIP and support for AMISOM). The number of special political and peacebuilding missions decreased by 1 to 15 in 2010/11 compared with 2006/07, and currently includes such complex operations as UNAMA.

4. As of January 2011, the Department of Peacekeeping Operations managed 14 active peacekeeping operations (including UNTSO and UNMOGIP, which are funded from the biennial programme budget), 1 special political mission and elements of field operations or entities supported by the Department of Field Support. DFS supports 14 active peacekeeping operations (including UNTSO and UNMOGIP, which are funded from the biennial programme budget) and the African Union forces in Somalia, through the United Nations support for the African Union Mission in Somalia, and provides administrative and logistical support to an additional 17 field-based presences and 3 liquidating missions.

5. With the additional resources provided by the General Assembly over the past six years, the support account has grown from 819 posts and an approved budget of $189.0 million in 2006/07 to 1,311 posts and an approved budget of $306.8 million (excluding provisions for enterprise resource planning) in 2010/11. The proposal for the 2011/12 period includes a staffing establishment of 1,356 posts and a resource level of $315.4 million (excluding provisions for enterprise resource planning).

6. Pursuant to the recommendation contained in the relevant reports of the Advisory Committee on Administrative and Budgetary Questions (A/64/660 (para. 26), A/64/660/Add.12 (para. 16) and A/64/753 (para. 8)), the resource level of $315.4 million includes a mechanical increase in the amount of $8.6 million associated with the transfer of budgetary requirements of the support functions located at UNLB (standing capacities for police, justice and corrections, and civilian predeployment training) backstopping the field and reporting to DPKO at Headquarters, for which a decrease has been reflected in the UNLB budget.

7. Net of this amount, the overall resources proposed in the budget for the support account for the 2011/12 period remain at the same level as the 2010/11 approved appropriation.

8. As presented in the table below, the proportion of support account and UNLB requirements as a percentage of total and projected (2011/12 period) resources for peacekeeping operations is 5.2 per cent, broadly commensurate with the growth in peacekeeping activities and the resulting support requirements compared with 2006/07.

Support account and budget levels for peacekeeping operations, 2005-2011
(Millions of United States dollars)

	2005/06	*2006/07*	*2007/08*	*2008/09*	*2009/10*	*2010/11*	*2011/12 (projected)*
Budget levels							
Peacekeeping missions and support for AMISOM	4 838.9	5 174.6	6 499.8	6 974.0	7 479.2	7 391.6	7 248.6
UNLB	31.5	35.5	40.4	45.8	58.0	68.2	60.5
Support account	146.9	189.0	230.5	282.4	294.0[a]	306.8[a]	315.4[a]
Subtotal	**178.4**	**224.5**	**270.9**	**328.2**	**352.0**	**375.0**	**375.9**
Support account and UNLB as a percentage of peacekeeping missions and support for AMISOM	3.7	4.3	4.2	4.7	4.7	5.1	5.2

[a] Excluding provisions for enterprise resource planning; including a provision in the amount of $2,379,700 for the support account share for administration of justice.

9. The support account resource requirements of DPKO and DFS for the 2011/12 period reflect the following key initiatives aimed at further strengthening support for peacekeeping operations:

(a) Additional and updated guidance will be issued on the integrated mission planning process to enhance planning capacity in operational support for DPKO-led operations. Basic standards and requirements for integration between multidimensional peacekeeping or special political missions and the United Nations country team have been developed, along with training to facilitate the implementation of guidance and compliance with integrated mission planning standards and requirements. The development of foundational, leadership (management and communications) and core training for peacekeeping operations is in the conceptual stage. The programmes are to be developed during the 2010/11 financial year and delivered during the 2011/12 period;

(b) In the area of the rule of law and security institutions, DPKO will continue to focus on integrated strategic planning, developing rapidly deployable police and civilian (justice and corrections) expert capacities, strengthening coordination mechanisms between Headquarters and the field, and disseminating information through various media and outreach activities;

(c) During the past year, as part of the continued efforts to optimize the use of resources and improve business processes, DPKO, DFS and the Department of Management collaborated on the completion of 10 business process improvement projects in such areas as human resources management and logistics. Similar initiatives are to be undertaken during 2011/12;

(d) The DFS Programme Implementation Coordination Team will ensure the timely and comprehensive implementation of the global field support strategy for the United Nations, which is designed to: ensure greater predictability of support for the deployment of personnel and materiel to field operations; deliver services to those missions efficiently and effectively by consolidating at the Regional Service

Centre at Entebbe, Uganda, routine back-office administrative and support functions (in the areas of personnel administration, finance, information and communications technology and regional training) currently performed in neighbouring field missions; and introduce a simplified financial framework for the start-up and expansion of missions through the development of a standard resourcing mode.

10. The Departments will continue to focus on strengthening and professionalizing their capacity to plan for and meet ongoing strategic and operational challenges, most notably in the areas of guidance development, knowledge management and capability development.

11. The support account resource requirements of the Department of Management will provide the Department with adequate capacity to implement the following initiatives:

(a) Further strengthening the procurement function in order to expand the vendor roster to include vendors from developing countries and countries with economies in transition; implementing phase 2 of the online procurement training programme, including training for peacekeeping procurement staff; and continuing the vendor data cleansing project in preparation for migration to the implementation of the new enterprise resource planning system;

(b) Further strengthening the capacity of the Office of Programme Planning, Budget and Accounts to ensure the operationalization of IPSAS-compliant accounting policies; providing awareness and conceptual training on IPSAS for staff in the finance, budget and property management areas; and strengthening the investment and liquidity management of peacekeeping funds;

(c) Continuing to focus on: implementing the United Nations human resources reform agenda in field operations, using the new talent management system and its electronic support tool Inspira; refocusing workforce planning with a shorter-term, operational perspective; implementing outreach and sourcing strategies through strengthened collaboration with Member States, departments, external organizations and other United Nations entities; strengthening the implementation of the Voluntary Initiative for Network Exchanges II; clearing the backlog of disciplinary cases and appeals, and representing the Administration in hearings before the United Nations Dispute Tribunal in the administration of justice system; and implementing the electronic medical records and occupational health management system (EarthMed) in field operations;

(d) Continuing the implementation of the pilot project of the Award Review Board to review procurement challenges filed by unsuccessful vendors, and conducting prompt management evaluations of contested administrative decisions to determine whether they comply with the Organization's applicable regulations, rules and policies.

12. The proposed support account budget for the Office of Internal Oversight Services includes resource requirements for the following activities. First, the pilot restructuring of Investigations Division hubs will continue, taking into account the decisions made by the General Assembly in its resolution 63/287. The preliminary report of the Secretary-General on the status of the implementation of the resolution will be submitted to the Assembly at its resumed sixty-fifth session, with a comprehensive report to be submitted in the context of the 2012/13 support account budget at the second part of its resumed sixty-sixth session. The Investigations

Division has continued to review and improve its internal procedures with a view to compliance with international standard guidelines on investigative processes. The Division is also in the process of developing a new case management system to improve investigative procedures. Secondly, the Internal Audit Division will continue to contribute to the efficiency and effectiveness of peacekeeping operations by providing ongoing advice and recommendations to management to strengthen the key controls necessary for the management of risks associated with the implementation of peacekeeping mandates. The Division used a risk-based planning approach, in compliance with Institute of Internal Auditors practice advisories, to develop its 2011/12 audit workplan. Thirdly, the evaluation function in the Inspection and Evaluation Division will be strengthened to support doctrinal and methodological development for the evaluation of peacekeeping operations, as well as to conduct one inspection of a key area at risk and evaluations to review and assess the relevance, effectiveness and efficiency of current peacekeeping operations.

13. The proposed 2011/12 support account budget for the Office of the United Nations Ombudsman and Mediation Services would allow the Office to address and resolve employment-related disputes, as well as to analyse and identify systemic issues arising in peacekeeping operations. In addition to carrying out its regular outreach and awareness-raising activities, the Office will place emphasis on increasing its capacity to respond to crisis situations through a critical response team, by enhancing its pool of on-call ombudsmen and mediators and improving its response time.

14. During the budget period, the Ethics Office intends to raise awareness of and increase compliance with the Organization's standards of ethics and integrity, through outreach, education and the provision of ethics advice and guidance. It is envisaged that, through the proposed strengthening of the Office's training and communication efforts, field staff will make better use of the services offered by the Ethics Office and gain a fuller understanding of the expectations regarding the conduct and behaviour of international civil servants responsible only to the United Nations. In addition, the Office will continue to target the achievement of 100 per cent compliance on the part of peacekeeping staff with the requirement to file financial disclosure or declaration of interest statements.

15. The proposed support account resources for the Office of Legal Affairs would enable the Office to continue to provide legal assistance and advice on the myriad support functions relating to the Organization's peacekeeping activities and operations, including: arrangements with Governments, procurement activities and contracting for logistical requirements, the resolution of disputes and claims, the implementation and enhancement of the Organization's accountability measures, the interpretation and application of the Financial Regulations and Rules and Staff Regulations and Rules of the United Nations for proper administration, reforms thereof, and the defence of the interests of the Secretary-General and the Organization in the recently established system for the administration of justice.

16. The support account resource requirements for the Office of Information and Communications Technology are for the development, implementation and support of information technology systems approved by the General Assembly in its resolution 63/262 and described in the Secretary-General's reports on enterprise systems for the United Nations Secretariat worldwide (A/62/510/Rev.1) and investing in an information and communications strategy for the United Nations

Secretariat (A/62/793 and Corr.1 and Add.1), which represent the enterprise information management priorities and needs in the field.

B. Analysis of resource requirements

17. The proposed requirements to be funded from the support account for peacekeeping operations for the 2011/12 period, excluding the provision for the enterprise resource planning project, amount to $315,362,400, representing a 2.8 per cent increase compared with the approved 2010/11 resources of $306,778,500.

18. Pursuant to General Assembly resolution 64/243, and on the basis of the revised estimates presented by the Secretary-General in his second progress report on the enterprise resource planning project (A/65/389), it is proposed that resource requirements related to enterprise resource planning in the amount of $47,185,200 for the 2011/12 period be funded from the support account for the period from 1 July 2011 to 30 June 2012. In resolution 64/243, the Assembly requested that the Secretary-General report annually on the progress of the enterprise resource planning project. The most recent report in that regard, the Secretary-General's second progress report, was submitted to the Assembly in September 2010.

19. Pursuant to General Assembly resolution 62/228, resource requirements related to the support account for peacekeeping operations share of post and non-post costs for the administration of justice, in the amount of $2,379,700, have been included in the budget of the support account for the 2011/12 period.

20. Pursuant to General Assembly resolution 65/259, resource requirements related to the support account for peacekeeping operations share of the augmented capacity of general temporary assistance for project IV in the context of the Secretary-General's report on the status of implementation of the information and communications technology strategy (A/65/491), in the amount of $106,206, have been included in the budget of the support account for the 2011/12 period.

21. Pursuant to General Assembly resolution 64/228, resource requirements related to the support account for peacekeeping operations share of the maintenance support costs of the secondary data centre, in the amount of $941,600, have been included in the budget of the support account for the 2011/12 period.

22. The proposed budget includes requirements related to the projected after-service health insurance costs of current peacekeeping retirees for the 2011/12 period, in the amount of $8,400,000.

23. The increase of $8,583,900 in the proposed level of the support account requirements (excluding enterprise resource planning) for the 2011/12 period, representing a 2.8 per cent increase over the resources approved for the 2010/11 period, is attributable mainly to the transfer of budgetary resources associated with the proposed redeployment of continuing posts from UNLB to the support account, consultants for IPSAS implementation and the support account for peacekeeping operations share of the administration of justice. Net of the transfer of those budgetary resources, the overall resources proposed in the support account for the 2011/12 period remains at the same level as the approved appropriation for 2010/11.

24. All departments and offices funded from the support account have endeavoured to submit austere resource requests, given the recent evolution of

peacekeeping missions and the world economic environment. The overall objective of the proposed redeployments and reassignments is to limit the number of requests for additional staff. Only 6 new posts are proposed, 5 of which were supported on the basis of a careful analysis of actual workload requirements resulting from the new administration of justice system.

Post resources

25. With regard to post resources, the increase of $4,067,900 represents an increase of 2 per cent over the approved 2010/11 post resources and accounts for 47.4 per cent of the total proposed increase in support account requirements for 2011/12. The increase is attributable to: the redeployment of the budgetary resources pertaining to the standing police, justice and corrections capacities, and the civilian predeployment training team (52 continuing posts), which are support functions (tenant units) located at UNLB backstopping the field and reporting to DPKO at Headquarters; the proposed establishment of 6 new posts; and the continuation of posts newly approved in 2010/11, in respect of which the delayed recruitment factors of 65 per cent (Professional category) and 50 per cent (General Service category) were applied. The budgeted vacancy rates for 2011/12 as applied to the computation of requirements for the continuing posts are 12 per cent (Professional category) and 7 per cent (General Service category).

26. Net of the transfer of budgetary resources associated with the proposed redeployment of continuing posts from UNLB to the support account, the post resources proposed in the support account for the 2011/12 period reflect a decrease of 4.1 million (2.0 per cent) compared with the approved appropriation for 2010/11.

Non-post resources

27. With regard to non-post resources, the net increase of $4,516,000 represents an increase of 4.4 per cent over the approved 2010/11 non-post resources and is attributable to increased requirements under the general temporary assistance, consultants, and other supplies, services and equipment resource classes, offset by reduced requirements under the official travel, communications and information technology resource classes. The net increase under non-post requirements accounts for 52.6 per cent of the total proposed increase in support account requirements for 2011/12.

28. The increase under the general temporary assistance resource class ($768,500, or 3.1 per cent) is attributable mainly to the proposed establishment of general temporary assistance positions for maternity and sick leave, as well as to the continuation of general temporary assistance positions approved for 2010/11, in respect of which vacancy rates of 25 per cent (Professional category) and 12.5 per cent (General Service category) were applied. The budgeted vacancy rates for 2011/12 as applied to the computation of requirements for the continuing Professional and General Service category general temporary assistant positions are 7 per cent and 5.2 per cent, respectively. The proposal for general temporary assistance positions for 2011/12 results in a net increase of 1 position.

29. The increase under the consultant resource class ($3,619,800, or 104.8 per cent) is attributable mainly to IPSAS data preparation, implementation and training; ISO certification for air operational and safety standards; and the development of tools for workforce planning in the field.

30. The increase in requirements under the other supplies, services and equipment resource class ($707,700, or 5.0 per cent) is attributable mainly to the support account for peacekeeping operations share for the administration of justice pursuant to General Assembly resolution 62/228.

31. The additional requirements proposed for 2011/12 are offset by reduced requirements under the travel ($131,400, or 1.0 per cent), communications ($181,900, or 6.2 per cent) and information technology ($182,100, or 0.8 per cent) resource classes, which reflect the change in requirements associated with the stage of development or implementation of previously approved information and communications technology projects in peacekeeping operations, and non-recurring resources for the secondary data centre at Headquarters, for which a provision was approved in 2010/11.

C. Impact of applying projected vacancy rates used for continuing posts on the costing of proposed new posts

32. Pursuant to General Assembly resolution 62/250, the 2011/12 support account budget includes details of the full annual costs of the proposed additional posts for the subsequent budget, with the application of the budgeted 2011/12 vacancy rates of 12 per cent for the Professional category of staff and 7 per cent for the General Service category of staff. As indicated in the table below, the establishment of the proposed additional posts, where applicable, would result in additional resource requirements for 2011/12 in the amount of $440,500 if the budgeted vacancy rates of 65 per cent and 50 per cent were not otherwise applied.

(Thousands of United States dollars)

			Variance	
	Proposed budget 2011/12	*Full cost*	*Amount*	*Percentage*
Category	*(1)*	*(2)*	*(3)=(2)-(1)*	*(4)=(3)÷(2)*
Department of Peacekeeping Operations	86 528.9	86 528.9	—	—
Department of Field Support	62 257.8	62 257.8	—	—
Department of Management	32 860.1	32 954.7	94.6	0.3
Office of Internal Oversight Services	15 000.6	15 000.6	—	—
Executive Office of the Secretary-General	888.7	888.7	—	—
Office of the United Nations Ombudsman and Mediation Services	1 261.6	1 356.2	94.6	7.0
Office of Legal Affairs	2 929.5	3 180.8	251.3	0.1
Department of Public Information	599.0	599.0	—	—
Department of Safety and Security	2 748.4	2 748.4	—	—
Office of Information and Communications Technology	1 787.8	1 787.8	—	—
Advisory Committee on Administrative and Budgetary Questions	191.9	191.9	—	—
Total	207 054.3	207 494.8	440.5	0.2

D. Analysis of consultancy requirements

33. The table below reflects the budgetary levels for consultants from 2006/07 to 2011/12. All requirements for consultants have been carefully analysed and reviewed case by case, primarily on the basis of: (a) whether the study/review/report has been mandated by a legislative body; (b) whether the study/review/report has been recommended by OIOS and/or the Board of Auditors; (c) whether the requirement and the related output are associated with the results-based-budgeting framework; and (d) cases in which in-house expertise is not available.

34. The proposed support account consultancy provision for 2011/12 reflects requirements for specialized expertise that cannot be accommodated in-house. While the majority of consultancy requirements are related to requests made by the General Assembly and to observations and recommendations of the Board of Auditors and OIOS or the Special Committee on Peacekeeping Operations, the proposed budget also reflects requirements for the ongoing projects for which consultants were approved for 2010/11, for example, the development and conduct of specialized training programmes on substantive areas of peacekeeping operations, and the end-of-mission evaluation and impact assessment of mine action programmes by DPKO; technical support for the review of staff files in connection with the financial disclosure programme conducted by the Ethics Office; the implementation of financial and accounting policy and standards (IPSAS), a talent management system (Inspira), the Award Review Board pilot and records management (the digitization/cataloguing of archives) by the Department of Management; two in-depth programme evaluations of peacekeeping missions, conducted by OIOS; and new initiatives proposed by DPKO (military capacity impact assessment, mission and thematic evaluations), by DFS in the areas of logistics (certification of air operational and safety standards) and field personnel (development of work planning tools for the field, content management of an e-learning training programme), by the Department of Management in the area of procurement (review of information and communications technology contractual personnel arrangements) and by the Office of the United Nations Ombudsman and Mediation Services (on-call ombudsman and mediation services). The consultancy proposals have been reviewed to ensure that the engagement of consultants conforms to the established criteria and procedures for staff selection.

Budgetary provision under consultants

(Thousands of United States dollars)

	2006/07 approved	*2007/08 approved*	*2008/09 approved*	*2009/10 approved*	*2010/11 approved*	*2011/12 proposed*	*Six-year average*
Consultancies	4 666	4 711	6 812	6 050	3 453	7 073	5 461
Increase (percentage)	163.9	1.0	44.6	(11.2)	(42.9)	104.8	43.4
Support account total	189 017	230 510	282 402	294 031[a]	306 779[a]	315 362[a]	269 684[a]
Increase (percentage)	28.6	22.0	22.5	4.1	4.3	2.8	14.1
Consultancies as a percentage of the support account	2.5	2.0	2.4	2.1	1.1	2.2	2.1

[a] Excluding provisions for enterprise resource planning.

E. Results-based-budgeting framework

35. As in the 2010/11 support account budget, the principles of the results-based-budgeting framework, a logical framework that defines and links objectives, expected accomplishments, indicators of achievement, outputs and inputs, will be applied in the 2011/12 support account budget.

36. In order to facilitate the review by legislative bodies of the results-based-budgeting frameworks, a brief introductory section has been included at the beginning of the results-based-budgeting framework for each division or office, outlining its mandate, main responsibilities and major priorities for the 2011/12 financial period.

37. Furthermore, efforts have been made to continue to refine the formulation of the results-based-budgeting frameworks to ensure that the indicators of achievement and planned outputs are specific, measurable, attainable, realistic and time-bound, and that the formulation of outputs is linked more closely to resource requirements. In particular, efforts have been made to further improve the measurability of the indicators of achievement and outputs. To the extent possible, the indicators of achievement include baselines (for the 2009/10 and 2010/11 financial periods) and targets (for the 2011/12 financial period). In addition, outputs have been quantified and formulated as concisely as possible, in order to clearly define the product or service to be provided to the end-user. Finally, with a view to streamlining the presentation of the support account budget proposals and addressing concerns raised by legislative bodies, efforts have been made to reduce the number and length of descriptions of outputs in each division or office by focusing on the outputs that are the most significant and resource-intensive, while ensuring that all outputs are specific, measurable, attainable, realistic and time-bound.

F. Budget parameters

Posts

38. Standard salary costs established for New York by the Office of Programme Planning, Budget and Accounts have been applied to all posts at United Nations Headquarters, and the standard salary costs for Italy, Addis Ababa, Vienna and Nairobi have been applied to posts at UNLB, the United Nations Office to the African Union and the regional investigation hubs of OIOS at those duty stations. The computation of requirements for all continuing posts reflects the application of budgeted vacancy rates of 12 per cent and 7 per cent, respectively, for all Professional and General Service category posts, and 65 per cent and 50 per cent, respectively, for the proposed new Professional and General Service category posts, which are based on the recommendation of the Advisory Committee on Administrative and Budgetary Questions, in view of performance in recent years (see A/63/841, para. 52). With regard to the OIOS Resident Auditor and Investigator posts in peacekeeping missions, for which standard salary costs have not been established, the relevant mission-specific salary costs by category and grade level have been applied. Budgeted vacancy rates of 7 per cent and 5.2 per cent have been applied to the computation of requirements for continuing general temporary assistance positions of 12 months' duration for all Professional and General Service category posts, respectively. Vacancy rates of 25 per cent and 12.5 per cent have

been budgeted for new general temporary assistance positions of 12 months' duration for Professional and General Service category posts, respectively.

Non-post resources

39. Following the report of OIOS on the audit of the standard costs applied to Headquarters overhead (A/60/682), the Secretariat has reviewed the standard costs and, to the extent possible, has applied the revised rates in the formulation of the requirements under recurrent costs, such as those for the rental of premises, office supplies and equipment, commercial communications costs (fax and telephone charges) and service-level agreements and infrastructure costs for information technology maintenance and repair; and under non-recurrent costs, such as those for the purchase of furniture and office equipment, including computers and telephones, and alterations or improvements, for newly proposed posts in the 2011/12 budget.

40. The annual rental rate of $14,300 per staff member has been applied to all proposed posts at Headquarters, based on the current market rate for commercial space. The rental of premises in Addis Ababa has been considered, based on the standards applied at the headquarters of the Economic Commission for Africa in Addis Ababa. In 2011/12, associated costs for the use of office space in the regional hubs in Nairobi and Vienna have been included, based on past expenditure patterns. In addition, the costs for rent, alterations and improvements as well as furniture are budgeted at rates applied to corresponding grade levels and the average of rates, respectively, based on the estimation guide for standard common service costs in New York. Those costs are centrally administered by the Department of Management on behalf of all departments and offices funded from the support account.

41. The provision for the maintenance of information technology equipment, in the amount of $1,560 per staff member, is based on the Office of Information and Communications Technology standard service-level agreement B. The provision for the cost of the central information technology infrastructure (information storage and backup, application hosting, departmental servers) per staff member is derived from past expenditure patterns.

42. A standard desktop computer is provided for each new post, and, pursuant to General Assembly resolution 59/296 (sect. XXI, para. 6), the ratio of printers to desktop computers of 1:4 has been applied for all new staff as well as for the replacement of existing network printers. The provision for the purchase of new desktop computers and laptops is based on average costs of $1,300 and $1,400 per unit, respectively, while a standard provision of $1,500 has been applied for network printers.

43. Commercial communications costs are budgeted at a standard rate of $1,400 per staff member and telephone/fax installation services at $300 per newly proposed staff member, based on past expenditure trends, as recommended by OIOS (see A/60/682, para. 67). A one-time charge for standard equipment (telephone sets) is budgeted at a standard rate of $300 per newly proposed staff member. Updated standards for the provision for non-recurrent costs of alterations/improvements and communications equipment have been applied to all new posts.

44. Requirements for office supplies, the rental of office equipment, standard communications requirements, standard information technology requirements and

other supplies, services and equipment for DPKO and DFS, as well as for the Department of Management, are centrally administered by their respective Executive Offices and are presented as such.

G. Information on rejustification and reclassification of posts

45. The General Assembly, in paragraph 12 of its resolution 58/298, requested information with respect to posts that will have been vacant for at least 12 months by 30 June of a given year. At the time of reporting, no posts were projected to be vacant for 12 months as at 30 June 2011. Taking into account the requirement for the rejustification of continuing posts vacant for 12 months or longer as at 30 June 2011, continuing posts vacant for 12 months or more as at 30 June 2011 are not anticipated.

46. The General Assembly, in paragraph 19 of its resolution 57/318, requested the Secretary-General to include in the next support account report information on details of reclassification upward and downward of posts, as well as the breakdown of appointments to posts reclassified upward, as between internal and external candidates, in the previous two years and to provide annual data thereafter.

47. For 2010/11, the General Assembly approved four reclassifications, as follows: 1 reclassification in the Public Affairs Section of the Office of the Under-Secretary-General for Peacekeeping Operations (Public Affairs Officer, from the P-2 to the P-3 level) and 2 reclassifications in the Peacekeeping Financing Division and 1 reclassification in the Treasury of the Office of Programme Planning, Budget and Accounts of the Department of Management (Budget and Finance Officer, from the P-3 to the P-4 level; Finance and Budget Officer, from the P-4 level to Chief of Section, P-5 level; and Cashier, from the P-3 to the P-4 level).

48. In the 2011/12 budget, it is proposed that 2 posts of Regional Assistant in the regional branch offices of the Office of the United Nations Ombudsman and Mediation Services be reclassified from the national General Service to the Field Service category.

H. Evolution of the support account

49. Pursuant to the request made by the General Assembly in its resolution 62/250 on the support account for peacekeeping operations, a study was commissioned on the evolution of the support account, the results of which were presented in the support account budget for the period from 1 July 2009 to 30 June 2010 (see A/63/767 and Corr.1, paras. 47-62). The study sought to identify the key drivers of the historical growth in the support account budget, and concluded that the evolution of the support account was correlated with a combination of the increased complexity of peacekeeping operation mandates and the significant increase in the deployment of peacekeeping personnel to the field. The Secretariat acknowledged the conclusions of the study. The General Assembly, in paragraph 26 of its resolution 63/287, noted of the observation of the Board of Auditors that there was no defined formula to show the relationship between the level and complexity of peacekeeping operations and the level of the support account, and, in this regard, emphasized the need to develop a sound approach for determining the proposed support account staffing requirements, so that Member States could make fully

informed decisions on resources. In the support account budget for 2010/11, the Secretary-General proposed resources for the conduct of a follow-up study aimed at the development of a conceptual staffing model for the support account.

50. In July 2010, subsequent to the General Assembly's approval, by its resolution 64/271 of 24 June 2010, of the proposed resources for conducting the follow-up study to develop a conceptual staffing model for the support account, the Secretariat commenced the solicitation process for the selection of a vendor. The finalization of requirements, including the statement of work, the technical evaluation criteria and the source selection plan, was achieved in the third week of August, and the request for proposal for the consultancy services was issued on 1 September, with a closing date of 28 September for the submission of proposals by vendors. The technical and commercial evaluation of vendors was conducted during October and was completed early in November. Following negotiations, the contract with the selected vendor was signed early in December, and the management consultants commenced their work within days of the signing of the contract, with the first meeting of the Steering Committee with the vendor being held on 7 December 2010.

51. The study conducted by the consultants, for the development of a staffing model and a defined formula for the determination of staffing requirements for the support account for peacekeeping operations, built on previous relevant studies and used both quantitative and qualitative methods to develop formulae, while addressing the following three questions: (a) whether the staffing complement of the support account for peacekeeping operations was achieving efficient, effective and economic support for peacekeeping operations; (b) whether there were opportunities for synergy between the field and Headquarters; and (c) how advances in information and communications technology could affect staffing requirements for the support account.

52. The study used quantitative analyses to develop the staffing formulae through an examination of historical data, by running regression analyses against a set of drivers. Qualitative analyses included interviews of both Headquarters and mission senior managers; two focus groups, for Headquarters and integrated operational team staff; and a survey of senior managers in missions. The interviews were used to determine whether the results of the quantitative analyses accurately reflected realities within the Organization.

53. The study analysed the staffing levels by support function (for example, human resources or finance and budget) rather than by individual department, office or division. The rationale for this approach, as presented in the study, was that the scope of a function should be driven by the size and complexity of missions, not the size of any one unit at Headquarters involved in delivering that function. The consultants note that the analysis at the function level also enabled data to be more consistent across organizational changes, such as the restructuring that created DFS in 2006/07.

54. In order to develop the staffing formulae, the consultants undertook a regression analysis for each support account function, based on two components: (a) functional staffing levels over the past 11 years, from 2000/01 to 2010/11; and (b) a clearly identified driver (e.g., independent variables such as the number of mission personnel) that would adequately explain changes in staffing levels. The set of drivers that were considered by the consultants for each function had to meet three criteria: first, there must be a rational and logical explanation to link the driver to the staffing

levels of the function it was influencing; secondly, any driver must have a clearly defined set of quantitative values over time in order to be modelled in a regression formula; and thirdly, the regression must yield a formula with robust statistical indicators.

55. It should be noted that the study could not propose formulae for the functions of the Office of Rule of Law and Security Institutions (excluding the Police Division), DPKO or the Investigations Division of OIOS. In the case of the Rule of Law functions, this was due to insufficient data availability and the fact that data were not consistent over the 10-year period required for a regression analysis. In the case of the Investigations Division, the majority of support account staffing resources for the Division are currently general temporary assistance positions, pending the submission of a comprehensive report on the pilot project on the restructuring of the Division in the context of the 2012/13 support account budget.

56. The study collected data for numerous possible drivers, including various options for describing mission size, peacekeeping budget level and various elements of complexity. Historical staffing levels for each support account function were tested against various drivers to identify the drivers providing statistical fits for the data. The final choices of drivers and formulae for each function were validated as reasonable through interviews with relevant mission and Headquarters staff, as well as discussions with the steering committee for the study.

57. The study presents an approach aimed at facilitating informed decision-making by proposing the formulae shown in the table below for use as an aid in reviewing budget proposals. The formulae direct scrutiny towards proposals that would cause staffing levels for a function to deviate from the number projected by the relevant formula by more than the margin of error indicated in the table. The study points out that the formulae should not be used as a replacement for carefully considered and justified budget proposals to precisely determine staffing levels for various functions, because such a rigid approach carries the risk of the understaffing of areas that would be critically needed should special circumstances arise, or could force overstaffing in areas where additional posts are not needed.

58. The formulae indicate that the staffing levels for most functions are driven either by the number of authorized mission personnel (or a relevant subset, e.g., military or police personnel) or by the peacekeeping budget. It is noted that, in any case, the total number of authorized mission personnel and the peacekeeping budget are strongly correlated. For example, in the table below, the formula for operational planning and coordination indicates a need for 46.5 staff, in addition to 0.3 staff for every 1,000 authorized mission personnel over 30,000. Each formula is valid for a certain range of values of the driving factor: for example, the formula for operational planning and coordination is valid when the total number of authorized mission personnel is greater than 30,000, which is at the low end of the scale for which data were available, or fewer than 170,000, which is approximately 20 per cent above the top end of the scale for which data were available. The study also determined the margin of error for each formula — in the case of operational planning and coordination, plus or minus 10 per cent — and proposed staffing levels within the margin of error of the value calculated on the basis of a given formula could be considered reasonable.

59. The formulae were determined by examining historical trends in staffing for each function and the drivers of those trends, using regression analyses to test

alternative potential drivers and identify those that best explained the staffing trends. The study notes that these analyses, and the resultant formulae, indicate that the increases in the staffing of various support account functions over the past decade were the result of growth in mission activity, not random fluctuations unrelated to actual needs. The margins of error are estimated by considering the typical differences between actual historical data and corresponding values calculated on the basis of the suggested formula, and are wider for those functions for which the proposed formulae were based on fewer data points.

Staffing formulae for support account functions

Support function	*Units*	*Staffing formula*
Operational planning and coordination	**Office of Operations**	**For total authorized mission personnel over 30,000, 46.5 + 0.3 staff per 1,000 total authorized mission personnel over 30,000** **Formula valid within +/-10%; applies between 30,000 and 170,000 mission personnel**
Military affairs	**Office of the Military Adviser**	**For total authorized military personnel over 15,000, 40.2 + 1.0 staff per 1,000 total authorized military personnel over 15,000** **Formula valid within +/-15%; applies between 15,000 and 125,000 military personnel**
Policing	**Office of Rule of Law and Security Institutions/Police Division**	**For total authorized police personnel over 6,000, 15.8 + 0.5 staff per 100 total authorized police personnel over 6,000** **Formula valid within +/-10%; applies between 6,000 and 20,000 police personnel**
Rule of law	**Office of Rule of Law and Security Institutions (excluding Police Division)**	**No formula possible at this time** **Data were available for only 4 years and did not show enough variability to permit regression analyses**
Policies and training	**Policy, Evaluation and Training Division**	**1 staff per 2,400 total authorized mission personnel** **Formula valid within +/-20%; applies between 70,000 and 170,000 mission personnel**
Finance and budget	**Field Budget and Finance Division** **Office of Programme Planning, Budget and Accounts**	**For total peacekeeping budget over $2.5 billion, 113.9 + 1.0 staff per $100,000 total peacekeeping budget over $2.5 billion** **Formula valid within +/-10%; applies between $2.5 billion and $10 billion peacekeeping budget**
Logistics	**Logistics Support Division**	**For total peacekeeping budget over $2.5 billion, 121.1 + 0.5 staff per $100,000 total peacekeeping budget over $2.5 billion**

Support function	*Units*	*Staffing formula*
		Formula valid within +/-10%; applies between $2.5 billion and $10 billion peacekeeping budget
Procurement and central support services	**Office of Central Support Services**	**For total peacekeeping budget over $2.5 billion, 38.9 + 0.7 staff per $100,000 total peacekeeping budget over $2.5 billion**
		Formula valid within +/-10%; applies between $2.5 billion and $10 billion peacekeeping budget
Information and communication technology	**Information and Communications Technology Division**	**For total peacekeeping budget over $2.5 billion, 32.3 + 0.2 staff per $100,000 total peacekeeping budget over $2.5 billion**
	Office of Information and Communications Technology	**Formula valid within +/-10%; applies between $2.5 billion and $10 billion peacekeeping budget**
Human resources	**Field Personnel Division**	**For total authorized mission personnel over 60,000, 104.7 + 0.7 staff per 1,000 total authorized mission personnel over 60,000**
	Office of Human Resources Management	**Formula valid within +/-10%; applies between 60,000 and 170,000 mission personnel**
Oversight	**OIOS (excluding Investigations Division)**	**For total peacekeeping budget over $2.5 billion, 34.4 + 1.8 staff per $100,000 total peacekeeping budget over $2.5 billion**
	Office of Legal Affairs	**Formula valid within +/-10%; applies between $2.5 billion and $10 billion peacekeeping budget**
	Ethics Office	
	Office of the United Nations Ombudsman and Mediation Services	
Security	**Department of Safety and Security**	**1 staff per 7,300 total authorized mission personnel**
		Formula valid within +/-20%; applies between 70,000 and 170,000 mission personnel
Management	**Office of the Under-Secretaries-General for Management, Peacekeeping Affairs and Field Support**	**1 staff per 8 non-management support account staff**
	Department of Public Information	**Formula valid within +/-20%; applies between 700 and 1,300 non-management support account staff**
	Executive Office of the Secretary-General	

***Note*: Total authorized mission personnel includes international and national civilian mission personnel (including volunteers), military observers, military contingents, civilian police and formed police units. Total authorized military personnel includes military observers and military contingents. Total authorized police personnel includes civilian police, formed police units and non-United Nations police. All staffing numbers reference authorized staff.**

60. The study recognizes that these formulae would need to change in the event of any of the following factors, among others:

(a) Significant changes in mission complexity relative to today and not reflected in changes in mission size;

(b) The "conversion" of current general temporary assistance positions to support account posts;

(c) Major adjustments to the mix of grade levels for posts in any support account function;

(d) Significant modifications to the current roles and responsibilities within each function.

61. While the study notes that mission complexity was highlighted in interviews as a major driver of higher support account staffing levels, the regression analyses did not identify the fact that the explicit inclusion of aspects of mission complexity resulted in a better explanation of staffing levels. The consultants determined that this was likely a consequence of the fact that many aspects of mission complexity are already reflected in, or correlated with, mission size.

62. The formulae apply only to authorized posts and do not include general temporary assistance positions, contractors, consultants or other staffing designations that are project-based or otherwise intended to be purely temporary. Furthermore, the formulae apply only to posts funded by the support account and supporting peacekeeping missions. In particular, the study did not account for support provided to special political missions or for support for AMISOM, which is backstopped by general temporary assistance positions.

63. In the course of the study, the consultants endeavoured to ascertain whether current support account staffing levels were providing efficient, effective and economical support for peacekeeping operations, and in particular to analyse synergies between functions performed by various offices at Headquarters and in the field and to assess the impact of current and planned information technology advances. The study notes that interviews with senior managers at Headquarters and in the field, and surveys of senior managers in all missions, indicate that there is potential room to reduce staff numbers by:

(a) Tackling capability gaps in support account staffing, which limit the effective number of productive staff, by improving performance management practices, strengthening recruitment and providing more training and professional development support to staff;

(b) Simplifying policies and processes to improve both the effectiveness and the efficiency of support account services provided to the missions. Some of this could be carried out in the context of Umoja or Global Field Support System implementation, while some could be accomplished more quickly through specific efforts to remove unnecessary duplicative steps in processes, to clarify roles and responsibilities, and to reduce the number of poor products that must be reworked;

(c) Fully harnessing the potential of current and planned information and communications technology systems to reduce administrative work and share information among staff, units and missions.

64. The study further notes that the interviews and surveys also indicate that there are needs to increase staff numbers in order to:

(a) Allocate more staff resources to higher-value-added activities (e.g., career development and senior leadership planning by human resources);

(b) Reduce the unacceptably high workloads of some staff.

65. In addition, the study highlights the need to provide genuine flexibility in support account staffing in order to respond effectively to emerging and unforeseen issues. The consultants point out that it is not readily apparent whether the potential savings in staffing requirements realized by reducing capability gaps and improving processes are greater than, less than or equal to the additional staffing required for value-added activities and reductions in high workloads. The consultants emphasize that only very detailed analyses of current activities, processes and staff workloads, and assessments of the requirements for potential new activities, might permit such a quantitative comparison to be made, and that even then, such work might not be successful in yielding clear answers. The study notes that it is anticipated that any net adjustments would likely lie within the margins of error cited in the table and, consequently, does not propose any adjustments to any of the formulae to "right-size" staffing levels for any function. It notes that all of the proposed changes would improve the efficiency and effectiveness of support functions for peacekeeping missions, and recommends that the Secretariat pursue all such opportunities.

66. The Secretariat acknowledges the conclusions of the study on the staffing requirements for the support account for peacekeeping operations, and recognizes that the formulae indicate that the staffing levels for most functions are driven either by the number of authorized mission personnel (or a relevant subset, e.g., military or police personnel) or by the peacekeeping budget. The Secretariat recognizes that the formulae shown in the table can serve as a useful tool in reviewing budget proposals, by focusing scrutiny on proposals that would cause staffing levels for a function to deviate from the number projected by the relevant formula by more than the margin of error indicated in the formulae. However, the Secretariat also acknowledges the study's observation that these formulae cannot be used as a replacement for carefully considered and justified budget proposals to precisely determine the staffing levels for various functions, since the formulae were developed to indicate the total staffing complement for each function, without distinguishing the number of posts at each grade level, and in a number of cases the support functions have been analysed in a consolidated manner, across departments. Furthermore, it is recognized that a rigid approach based on formulae alone carries the risk of the understaffing of areas that would be critically needed should special circumstances arise, or could force overstaffing in areas where additional posts are not needed.

67. In this regard, the Secretariat considers that the current approach to the determination of the proposed support account staffing requirements is in compliance with General Assembly requests and with recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly. Accordingly, all proposed and continuing support account posts will continue to be fully reviewed in terms of changing operational requirements, the distribution of workload, and actual responsibilities and functions carried out. The justification of requests for additional posts is made with reference to actual and expected workload drivers/statistics, and requests for additional Headquarters capacity provide information regarding the existing capacity devoted to the function

for which the additional capacity is requested, so as to enable the Assembly to make fully informed decisions concerning the support account staffing requirements.

II. Proposed staffing

Proposed staffing by department/office, 2011/12

Department/office	Approved 2010/11 staffing	Proposed changes 2011/12				Proposed 2011/12 staffing
		Redeployment in	Redeployment out	Abolishment	New posts	
DPKO	485	52	—	—	—	537
DFS	435	—	(9)	—	—	426
Department of Management	228	—	—	—	1	229
OIOS	102	—	—	(4)	—	98
Executive Office of the Secretary-General	5	—	—	—	—	5
Office of the United Nations Ombudsman and Mediation Services	7	—	—	—	1	8
Office of Legal Affairs	15	—	—	—	3	18
Department of Public Information	4	—	—	—	—	4
Department of Safety and Security	18	—	—	—	—	18
Office of Information and Communications Technology	12	—	—	—	—	12
Advisory Committee on Administrative and Budgetary Questions	—	—	—	—	1	1
Total	**1 311**	**52**	**(9)**	**(4)**	**6**	**1 356**

Proposed new posts by department/office

Department/office	New posts			Percentage of new posts to total posts
	Professional and higher	General Service	Total	
DPKO	—	—	—	—
DFS	—	—	—	—
Department of Management	1	—	1	16.7
OIOS	—	—	—	—
Executive Office of the Secretary-General	—	—	—	—
Office of the United Nations Ombudsman and Mediation Services	1	—	1	16.7
Office of Legal Affairs	2	1	3	49.9
Department of Public Information	—	—	—	—
Department of Safety and Security	—	—	—	—
Office of Information and Communications Technology	—	—	—	—
Advisory Committee on Administrative and Budgetary Questions	1	—	1	16.7
Total	**5**	**1**	**6**	**100**

III. Results-based-budgeting frameworks and analysis of resource requirements

A. Department of Peacekeeping Operations

(a) Human resources requirements

Category	*Approved support account posts 2010/11*	*Redeployment, reassignment, reclassification, abolishment*	*General temporary assistance conversions*	*Additional new posts requested*	*Total proposed 2011/12*	*Change*
Professional and higher						
Under-Secretary-General	—	—	—	—	—	—
Assistant Secretary-General	—	—	—	—	—	—
D-2	4	—	—	—	**4**	—
D-1	10	1	—	—	**11**	1
P-5	44	4	—	—	**48**	4
P-4	204	20	—	—	**224**	20
P-3	91	20	—	—	**111**	20
P-2/P-1	10	—	—	—	**10**	—
Subtotal	**363**	**45**	**—**	**—**	**408**	**45**
General Service and other						
Principal level	2	—	—	—	**2**	—
Other level	88	5	—	—	**93**	5
Field Service	11	2	—	—	**13**	2
National General Service	20	—	—	—	**20**	—
United Nations Volunteers	1	—	—	—	**1**	—
Subtotal	**122**	**7**	**—**	**—**	**129**	**7**
Total	**485**	**52**	**—**	**—**	**537**	**52**

(b) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2009/10)	*Apportionment (2010/11)*[a]	*Cost estimates (2011/12)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	72 674.1	79 714.0	86 528.9	6 814.9	8.5
II. Non-post resources					
General temporary assistance	2 047.5	3 972.7	3 962.1	(10.6)	(0.3)
Consultants	1 978.1	696.9	641.2	(55.7)	(8.0)
Official travel	7 155.4	5 571.1	5 600.2	29.1	0.5
Facilities and infrastructure	671.6	704.9	722.0	17.1	2.4

	Expenditures (2009/10)	*Apportionment (2010/11)*[a]	*Cost estimates (2011/12)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
Communications	**2 243.8**	**1 682.6**	**1 444.3**	**(238.3)**	**(14.2)**
Information technology	**11 406.1**	**2 478.4**	**3 018.7**	**540.3**	**21.8**
Other supplies, services and equipment	**1 005.2**	**2 047.4**	**2 610.6**	**563.2**	**27.5**
Subtotal II	**26 507.7**	**17 154.0**	**17 999.1**	**845.1**	**4.9**
Total	**99 181.8**	**96 868.0**	**104 528.0**	**7 660.0**	**7.9**

[a] Includes costs centrally administered by the Executive Office of DPKO and DFS.

1. United Nations Office to the African Union

(a) Results-based-budgeting framework

68. Pursuant to General Assembly resolution 63/310, a comprehensive review of functional requirements underpinning the peace and security partnership between the United Nations and the African Union was undertaken early in 2010, with a view to integrating the United Nations peace and security presence in Addis Ababa under a single United Nations office. The Secretary-General, in his report on the budget for the United Nations Office to the African Union (A/64/762), proposed the integration of the former United Nations Liaison Office to the African Union, the African Union Peacekeeping Support Team and the United Nations planning team for AMISOM, as well as the support elements of the Joint Support and Coordination Mechanism of UNAMID. The United Nations Office to the African Union and its mandate were established on 1 July 2010 by the General Assembly in its resolution 64/288.

69. The current staffing establishment of the Office includes 65 continuing posts, of which 57 posts and associated operational costs are funded from the support account for peacekeeping operations and 8 continuing posts (1 Assistant Secretary-General, 1 D-2, 1 P-5, 2 P-4, 1 Field Service and 2 Local level) and associated operational costs are funded from the regular budget, as derived from the former United Nations Liaison Office to the African Union.

70. The priorities of UNOAU are to enhance the partnership between the United Nations and the African Union in the area of peace and security; to provide coordinated and consistent United Nations advice to the African Union on both long-term capacity-building and short-term operational support; and to streamline the United Nations presence in Addis Ababa to make it more cost-effective and efficient in delivering United Nations assistance to the African Union.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 A framework is approved to assist the African Union in enhancing its peace and security architecture in the areas of early warning, conflict prevention, borders and elections (2009/10: not available; 2010/11: not available; 2011/12: not available)
	1.2 Action plans for each of the three subclusters of the peace and security cluster of the 10-year capacity-building programme for the African Union are updated to reflect the recommendations of the review of the programme (2009/10: not available; 2010/11: not available; 2011/12: not available)
	1.3 Coordination efforts increase among all capacity-building collaborating entities of the African Union through the participation of donor organizations (2009/10: not available; 2010/11: not available; 2011/12: not available)
	1.4 African Union legislative bodies approve the first African Union mediation strategy for Africa (2009/10: not available; 2010/11: not available; 2011/12: not available)
	1.5 The United Nations-African Union work programme on mediation is updated (2009/10: not available; 2010/11: not available; 2011/12: not available)
	1.6 The United Nations-African Union Joint Task Force on Peace and Security continues to meet twice annually on strategic issues of mutual concern (2009/10: not available; 2010/11: not available; 2011/12: 2)

Outputs

- Co-chairing of 3 meetings of the peace and security cluster and 4 meetings of the subclusters, and advice and guidance provided, as appropriate
- Support for meetings of the Regional Coordination Mechanism for Africa, including the convening of advance meetings to review the compliance of the subclusters of the peace and security cluster with decisions of the Mechanism
- Support for the annual meeting of the United Nations Security Council and the African Union Peace and Security Council
- Support for weekly meetings of the African Union partners group and monthly ambassadorial-level coordination meetings
- Daily capacity-building support for the African Union in terms of mediation, good offices and conflict prevention missions, as well as with regard to the coordination and management of the databases of the African Union Democracy and Electoral Assistance Unit, including the listing in the electoral assistance database of 120 experts under the 3 categories of electoral assistance experts
- 4 seminars and workshops on mediation, elections and border programmes of the African Union

- Ongoing capacity-building support for the African Union and the regional economic communities with regard to the development of common indicators for early warning and the sharing, as appropriate, of information about United Nations efforts in preventive diplomacy
- Support for 2 meetings of the United Nations-African Union Joint Task Force on Peace and Security

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Finalization of the third road map for the African Standby Force, incorporating lessons learned from phase 2 (and the Amani Africa exercise) (2009/10: not available; 2010/11: not available; 2011/12: not available) 2.2 Support for AMISOM attains the level of 12,000 military personnel for the first phase, as approved by the Security Council in its resolution 1964 (2010) (2009/10: not available; 2010/11: not available; 2011/12: 12,000) 2.3 The African Union completes the plan for the future phases of AMISOM deployment (2009/10: not available; 2010/11: not available; 2011/12: not available)

Outputs

- Ongoing advice on concept and policy development workshops regarding the African Standby Force, including advice on United Nations best practices and lessons learned
- Ongoing capacity-building support for and advice to the African Union or issues relating to peacekeeping and disarmament, demobilization and reintegration, including policy development, and its assessment of training needs (in particular with regard to the development of doctrine and the operationalization of the African Standby Force)
- Ongoing capacity-building support for the African Union in the promotion of common training standards for the Union and the regional economic communities
- Ongoing information and advice, in collaboration with the African Union Commission, to the regional economic communities and Regional Coordination Mechanisms on the development and harmonization of the African Peace and Security Architecture and the African Standby Force at the regional level, as requested
- Substantive input to the development of a joint security sector reform country assessment and administrative support for 2 joint African Union-United Nations security sector reform events
- Support for a training implementation workshop of the African Union Peace Support Operations Division
- Support for 2 African Union senior mission leaders' courses and other training programmes, as requested
- Daily technical advice and expertise to the African Union in areas related to the planning, management and sustainment of AMISOM
- Development and/or updating of 16 core planning documents for the African Union Peace Support Operations Division, including concepts of operations, strategic directives and contingency plans, and 26 technical planning documents relating to specific areas of the AMISOM mandate
- 15 consultations with existing and potential troop- and police-contributing countries, as well as donors, to support African Union force and police generation and resource mobilization for AMISOM
- Participation in 10 predeployment visits and inspections for AMISOM to facilitate deployment preparations

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	**3.1 Achievement of 85 per cent post incumbency (2009/10: not available; 2010/11: not available; 2011/12: 85 per cent)**
	3.2 Complete relocation of UNOAU to headquarters of the United Nations Economic Commission for Africa (2009/10: not available; 2010/11: not available; 2011/12: not available)
	3.3 100 per cent completion of the infrastructure renovations and reconstruction projects required to enable the UNOAU to meet minimum operating security standards (2009/10: not available; 2010/11: not available; 2011/12: 100 per cent)
	3.4 Full compliance with minimum operational security standards/minimum operating residential security standards for UNOAU premises and facilities (2009/10: not available; 2010/11: not available; 2011/12: not available)

Outputs

- **Implementation of 100 per cent physical verification of assets deployed to UNOAU to match inventory records**
- **Provision of a safe and secure UNOAU working environment**
- **Contract supply of 90,000 litres of petrol, oil and lubricants for the operation of 34 United Nations-owned vehicles, including 2 armoured vehicles**
- **Provision and maintenance of equipment and supplies in support of an average of 57 personnel**
- **Operation of a daily shuttle service 7 days a week for an average of 24 United Nations personnel per day from their accommodation to the Office**
- **Provision of security services 24 hours a day, 7 days a week, for UNOAU and its components**
- **Induction security training and primary fire training/drills for all new personnel and their dependants, in conjunction with the United Nations Economic Commission for Africa and the Department of Safety and Security**
- **Provision of residential security guidance meeting minimum operating residential security standards as well as on-site assessments in support of the deployed strength of 84 international staff and dependants**
- **Develop good contacts with relevant national security officials, with a view to obtaining the best possible protection for personnel employed by UNOAU, as well as for their recognized dependants and their property**
- **Prepare, maintain and update UNOAU-specific security and contingency plans and the security listings of personnel employed by the Office and their recognized dependants, and contribute to the country-specific security plan, ensuring that plans for relocation/evacuation to a safe area are current, feasible and achievable**

External factors

- **Peacekeeping partners provide the necessary support, and Member States provide mandated military and police personnel with the requisite sustainment and enablers for their deployment**
- **Continued political will and commitment among Member States of the United Nations and the African Union in promoting cooperation with regional and subregional organizations in the area of peace and security**
- **African Union heads of State endorse a proposal for the restructuring of the Commission**
- **Vendors/contractors/suppliers will be able to deliver goods and services as contracted**

(b) Human resources requirements

Category	*Approved support account posts 2010/11*	*Redeployment, reassignment, reclassification, abolishment*	*General temporary assistance conversions*	*Additional new posts requested*	*Total proposed 2011/12*	*Change*
Professional and higher						
Under-Secretary-General	—	—	—	—	—	—
Assistant Secretary-General	—	—	—	—	—	—
D-2	—	—	—	—	—	—
D-1	—	—	—	—	—	—
P-5	2	—	—	—	2	—
P-4	20	—	—	—	20	—
P-3	3	—	—	—	3	—
P-2/P-1	—	—	—	—	—	—
Subtotal	25	—	—	—	25	—
General Service and other						
Principal level	—	—	—	—	—	—
Other level	—	—	—	—	—	—
Field Service	11	—	—	—	11	—
National General Service	20	—	—	—	20	—
United Nations Volunteers	1	—	—	—	1	—
Subtotal	32	—	—	—	32	—
Total	57	—	—	—	57	—

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2009/10) (1)	Apportionment (2010/11) (2)	Cost estimates (2011/12) (3)	Variance Amount (4)=(3)-(2)	Variance Percentage (5)=(4)÷(2)
I. Post resources	—	6 942.3	6 531.5	(410.8)	(5.9)
II. Non-post resources					
Official travel	—	146.7	148.1	1.4	1.0
Other supplies, services and equipment	—	935.0	1 283.6	348.6	37.3
Subtotal II	—	1 081.7	1 431.7	350.0	32.4
Total	—	8 024.0	7 963.2	(60.8)	(0.8)

(d) Analysis of resource requirements[1]

	Cost estimates	Variance	
Posts	$6 531.5	($410.8)	(5.9%)

71. The provision of $6,531,500 would cover salaries, common staff costs and staff assessment for the 57 continuing posts. The variance is attributable to lower standard salary costs.

	Cost estimates	Variance	
Official travel	$148.1	$1.4	1.0%

72. The official travel requirements are described below.

(United States dollars)

Type of travel	Amount	Output reference
Mission planning/assessment/ consultation	76 400	Support for meetings of the Regional Coordination Mechanism for Africa, including the convening of advance meetings to review the compliance of the subclusters of the peace and security cluster with decisions of the Mechanism Ongoing capacity-building support for the African Union and the regional economic communities regarding the development of common indicators for early warning and the sharing, as appropriate, of information about United Nations efforts in preventive diplomacy Ongoing capacity-building support for the African Union in the promotion of common training standards for the Union and the regional economic communities Support for 2 meetings of the United Nations-African Union Joint Task Force on Peace and Security

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[1] Resource requirements are expressed in thousands of United States dollars.

Type of travel	*Amount*	*Output reference*
		Support for the annual meeting of the United Nations Security Council and the African Union Peace and Security Council
Technical support	**36 400**	**Ongoing information and advice, in collaboration with the African Union Commission, to the regional economic communities and Regional Coordination Mechanisms on the development and harmonization of the African Peace and Security Architecture and the African Standby Force at the regional level**
Seminars/conferences/workshops	**35 300**	**4 seminars and workshops on mediation, elections and border programmes of the African Union**
Total	**148 100**	

73. The amount of $76,400 is proposed for travel to undertake the following mission planning/assessment/consultation activities: political consultations with AMISOM and at Headquarters ($38,000); consultations with regional economic communities or Regional Coordination Mechanisms on issues relating to the African Peace and Security Architecture and the African Standby Force ($7,200); and support for the United Nations-African Union Joint Task Force on Peace and Security, the United Nations Security Council and the African Union Peace and Security Council ($31,200).

74. The amount of $36,400 is proposed for travel to undertake the following technical support activities: the coordination of technical working group meetings with AMISOM, including its Public Information Section, UNPOS and support for AMISOM on the provision of force generation support to AMISOM ($19,600); and the establishment of an African Standby Force continental logistics base and the development of logistics support for national African regional capacity, the Eastern Africa Standby Brigade and the Economic Community of Central African States with a view to rapid deployment capabilities ($16,800).

75. The amount of $35,300 is proposed for travel in connection with the following seminars/conferences/workshops: an annual logistics managers' meeting/conference and consultation with DFS on logistics support policy and support for the African Union Commission ($12,000); representation at the conference of directors and chiefs of Mission support and conferences on procurement, human resources and budget and finance ($20,000); and administrative technical support for the Regional Service Centre at Entebbe, Uganda ($3,300).

	Cost estimates	*Variance*	
Other supplies, services and equipment	**$1 283.6**	**$348.6**	**37.3%**

76. The amount of $1,283,600 is proposed for the Office's share of the costs associated with the construction, led by the United Nations Economic Commission for Africa, of office space in Addis Ababa ($550,000); an external audit conducted by the Board of Auditors ($71,700); utilities, security, maintenance and services, supplies and materials, and non-standard furniture acquisition, alteration and renovation services ($350,700); rental, repairs and maintenance, petrol, oil and lubricants, spare parts and insurance associated with vehicles ($162,700);

subscriptions, printing and production associated with newsletters and other publications, outreach activities, official functions and bank charges ($93,500); and training fees, supplies and services ($55,000).

77. The variance is attributable to the Office's share of construction costs associated with the future office space in Addis Ababa, for which a provision was not included in the 2010/11 period, offset in part by reduced requirements for maintenance and security services, petrol, lubricants and liability insurance for vehicles.

2. Office of the Under-Secretary-General

(a) Results-based-budgeting framework

78. The mandate of the Office of the Under-Secretary-General was established by the General Assembly in its resolution 47/71. The functions of the Office are set out in the Secretary-General's bulletin on the organization of DPKO (ST/SGB/2010/1).

79. During the budget period, the Office of the Under-Secretary-General will contribute to a number of expected accomplishments established by the General Assembly by delivering related key outputs, shown in the frameworks below. The indicators of achievement measure progress made towards the expected accomplishments during the budget period.

80. The Office of the Under-Secretary-General undertakes a broad range of activities to ensure a coordinated or integrated approach to planning, directing, managing and supporting peacekeeping operations and special political missions. Priority areas of activity include: supporting the Under-Secretary-General in the performance of his political, programmatic, managerial and administrative functions; developing the Department's programme of work, while ensuring alignment with the strategic goals and priorities of United Nations peacekeeping; managing media relations, publicity and external relations and supporting public information activities in field operations; leading cross-cutting management, reform and information management initiatives; providing situational awareness on developments that have an impact on United Nations peacekeeping, so as to support decision-making; delivering policy advice on safety and security issues related to peacekeeping operations; and facilitating crisis response for DPKO and DFS.

81. The Office of the Under-Secretary-General includes the front office and the Office of the Chief of Staff, which comprises the Executive Office, the Public Affairs Section and the Situation Centre.

82. DPKO manages 14 peacekeeping operations (including UNTSO and UNMOGIP, which are funded from the biennial programme budget), 1 special political mission, elements of field operations or entities supported by DFS and, in certain areas, support for AMISOM.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Access for Member States to all public information documentation related to peacekeeping and related field support issues within 24 hours of issuance (2009/10: not available; 2010/11: 24 hours; 2011/12: 24 hours)
	1.2 All troop- and police-contributing countries are informed of casualties among uniformed personnel within 1.5 working hours of receipt of an initial report from a field operation (2009/10: 2 hours; 2010/11: 1.5 hours; 2011/12: 1.5 hours)

Outputs

Front office of the Under-Secretary-General

- 35 briefings to the Security Council, the General Assembly and legislative bodies on developments in peacekeeping operations and on cross-cutting strategic and policy issues related to peacekeeping
- 270 meetings with or briefings to Member States, regional organizations and groups of friends/contact groups on all aspects of peacekeeping

Office of the Chief of Staff

- 3 briefings to the Special Committee on Peacekeeping Operations on new and developing security policies and field safety

Public Affairs Section

- Quarterly press briefings by the Under-Secretary-General for Peacekeeping Operations and/or the Under-Secretary-General for Field Support on major peacekeeping issues, and 100 media interviews, including on mission-specific topics, conduct and discipline, military, police and security issues
- 150 outreach activities, such as conferences, exhibits and public briefings, on the peacekeeping work of the United Nations

Situation Centre

- Official notifications to troop- and police-contributing countries of all casualties among United Nations uniformed personnel serving in 12 peacekeeping operations and support for AMISOM
- 35 briefings to troop- and police-contributing countries on operational developments in 12 peacekeeping operations and support for AMISOM

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 4 multidimensional peacekeeping operations develop general and issue-specific communications strategies (2009/10: not available; 2010/11: not available; 2011/12: 4)
	3.2 100 per cent compliance by field operations with DPKO/DFS field safety standards (2009/10: not available; 2010/11: not available; 2011/12: 100 per cent)

	3.3 100 per cent compliance by 2 additional field operations with organizational records management and information management standards (2009/10: not available; 2010/11: 5; 2011/12: 7)
	3.4 All peacekeeping operations have a Joint Operations Centre functioning in compliance with DPKO/DFS standards (2009/10: 6; 2010/11: 9; 2011/12: 12)

Outputs

Front office of the Under-Secretary-General

- 17 visits to peacekeeping operations to review progress and provide direction to mission leadership on issues related to the implementation of mission mandates

Office of the Chief of Staff

- Updated guidelines and templates for performance compacts for all heads of mission and their deputies
- Annual heads of mission conference for all Special Representatives of the Secretary-General and heads of mission of DPKO-led operations
- Completion of 10 business process improvement projects, using the Lean Six Sigma methodology
- Upgraded peace operations Intranet, including a modular design for content management, role and permission management, comprehensive user statistics reporting, French-language support and a photo gallery
- 1 user guide and 1 training module to support the administration of phase 3 of the strategic management system in all peacekeeping operations
- 20 inputs on the peacekeeping dimension of security in policies and procedures developed by the Inter-Agency Security Management Network
- Standardized DPKO/DFS security risk management process policy for United Nations civilian security, military and police components, applicable to 12 peacekeeping operations
- 3 guidance documents on field safety: policy on field safety, guidelines on field safety management and standards for field safety
- Evaluations of field safety programmes in 12 peacekeeping operations, UNLB and support for AMISOM
- 2 methodologies, for the evaluation of compliance with field safety standards and of the effectiveness of business continuity plans, drafted for 12 peacekeeping operations

Public Affairs Section

- Guidelines for the preparation of general and issue-specific communications strategies, in collaboration with the Department of Public Information
- Technical assessment visits, in collaboration with the Department of Public Information, to 4 peacekeeping operations undergoing significant adjustments and facing specific public information challenges

- Annual workshop, in collaboration with the Department of Public Information and DFS, for chiefs of public information offices or senior public information officers from all peacekeeping operations to review communication strategies and challenges to their implementation
- Guidance notes on communications, in response to all crises affecting peacekeeping operations
- Organization of media visits to 2 peacekeeping operations to raise awareness of the global field support strategy and the role of support in mandate implementation

Situation Centre

- Operations 24 hours a day, 7 days a week, to monitor and report on developments in 12 peacekeeping operations, support for AMISOM and related areas of interest
- 1 workshop each for chiefs of Joint Operations Centres and chiefs of Joint Mission Analysis Centres to review relevant policy documents and guidelines, and to identify knowledge and skill gaps with a view to further guidance and training for and staffing of Joint Operations Centres and Joint Mission Analysis Centres
- 6 visits to field operations to review and monitor progress and provide feedback to chiefs of Joint Operations Centres and Joint Mission Analysis Centres on issues related to the relevant policies and guidelines

External factors

Member States will provide the political support and capacity necessary for the implementation of mission mandates. Peacekeeping partners and others will provide the necessary support

(b) Human resources requirements

Category	*Approved support account posts 2010/11*	*Redeployment, reassignment, reclassification*	*General temporary assistance conversions*	*Additional new posts requested*	*Total proposed 2011/12*	*Change*
Professional and higher						
Under-Secretary-General	—	—	—	—	—	—
Assistant Secretary-General	—	—	—	—	—	—
D-2	1	—	—	—	1	—
D-1	2	—	—	—	2	—
P-5	5	—	—	—	5	—
P-4	11	—	—	—	11	—
P-3	21	—	—	—	21	—
P-2/P-1	4	—	—	—	4	—
Subtotal	**44**	—	—	—	**44**	—
General Service and other						
Principal level	2	—	—	—	2	—
Other level	23	—	—	—	23	—
Subtotal	**25**	—	—	—	**25**	—
Total	**69**	—	—	—	**69**	—

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2009/10) (1)	Apportionment (2010/11) (2)	Cost estimates (2011/12) (3)	Variance Amount (4)=(3)-(2)	Variance Percentage (5)=(4)÷(2)
I. Post resources	9 263.9	10 131.4	10 125.1	(6.3)	(0.1)
II. Non-post resources					
General temporary assistance	255.8	616.8	710.9	94.1	15.3
Official travel	593.6	600.8	595.9	(4.9)	(0.8)
Facilities and infrastructure	671.6	704.9	722.0	17.1	2.4
Communications	2 243.8	1 682.6	1 444.3	(238.3)	(14.2)
Information technology	11 406.1	2 478.4	3 018.7	540.3	21.8
Other supplies, services and equipment	175.9	271.1	231.7	(39.4)	(14.5)
Subtotal II	**15 346.8**	**6 354.6**	**6 723.5**	**368.9**	**5.8**
Total	**24 610.7**	**16 486.0**	**16 848.6**	**362.6**	**2.2**

(d) Analysis of resource requirements[1]

	Cost estimates	Variance	
Posts	$10 125.1	($6.3)	(0.1%)

83. The provision of $10,125,100 would cover salaries, common staff costs and staff assessment for the 69 continuing posts. The variance is attributable to lower standard salary costs, offset by the continuation of additional posts approved for 2010/11, in respect of which the delayed recruitment factor of 65 per cent (Professional category) was applied.

	Cost estimates	Variance	
General temporary assistance	$710.9	$94.1	15.3%

84. The proposed requirements in the amount of $710,900 would provide for the continuation of 3 general temporary assistance positions, as well as maternity/sick leave coverage for the Department: 12 months for the Professional category and 12 months for the General Service (Other level) category, as described below.

Office of the Chief of Staff, front office

Organizational Resilience Officer (1 P-4 position, continuation)

Team Assistant (1 GS (OL) position, continuation)

85. The current staffing establishment of the Office of the Chief of Staff, led by a Chief of Staff (D-2) and including the Information Management Unit and Registry, comprises 15 continuing posts in addition to the D-2 — 1 Senior Programme Officer (P-5), 1 Senior Security Coordination Officer (P-5), 1 Programme Officer (P-4), 1 Field Safety Officer (P-4), 3 Information Management Officer (1 P-4 and 2 P-3),

2 Administrative Officer (P-3), 2 Administrative Assistant (General Service (Other level)), 2 Information Management Assistant (General Service (Other level)) and 2 Correspondence Assistant (General Service (Other level)) — and 2 general temporary assistance positions (1 P-4 and 1 GS (OL)), funded from the support account.

86. In the context of DPKO and DFS, organizational resilience is a cross-cutting area of work that comprises prevention, mitigation, immediate crisis response, business continuity and recovery associated with the natural or man-made disasters that degrade the critical functions of departments at Headquarters and of the field operations that they support. Over the past several years, a number of important steps have been taken to strengthen the Organization's capacity to rapidly restore its communications and information technology capacity in the aftermath of a crisis. In addition, a number of steps have been taken at Headquarters to lay the policy and structural groundwork for crisis management and emergency preparedness. An example is the planning and preparatory work carried out in the context of the response to the influenza A (H1N1) pandemic. The Secretariat has identified critical staff and included a provision for the communications technology referred to as Mobile Office/Citrix, which permits remote access to the United Nations server in the event of a crisis in which staff are unable to physically come into the office and carry out their duties. However, there is still a lack of efforts to identify critical and essential business processes, to ensure that systems are in place to manage crises (whether they affect Headquarters or a field operation) and to ensure continued command and control and mission-critical operations during and after a crisis.

87. The Department of Safety and Security has led the effort to develop an overarching crisis response structure, while the Department of Management has led the effort to develop business continuity plans and programmes such as the business continuity plan for Headquarters approved on 29 June 2010. These efforts provide the chapeau under which DPKO, DFS and all other departments develop their respective crisis response and business continuity plans and programmes. While the Department of Management and the Department of Safety and Security set the overall structure for crisis response and business continuity, they do not have the capacity to develop departmental or mission-level plans. In addition to developing these plans for DPKO and DFS at Headquarters, the Departments need to engage with the field operations that they support in order to both oversee the development and integration of field operation and departmental organizational resilience plans and ensure that they are compliant and integrated with broader Secretariat policies and systems. Such plans will need to include the resolution of such issues as contingency chain of command; contingency location decisions; the identification of critical and essential immediate and medium-term functions and the designation of staff to perform them; and the identification and establishment of required delegations of decision-making authority, and the appropriate contingency transfer of financial and administrative authority, as well as the required training and accountability mechanisms.

88. In developing the business continuity plan for Headquarters during 2009 and 2010, the Business Continuity Management Unit of the Department of Management extended invaluable assistance to departments and offices, including DPKO and DFS, in identifying their critical business processes, providing a methodology for and the review of the resulting data-gathering and assistance in the collection of those extensive data, on the basis of which DPKO and DFS then developed specific

departmental business continuity plans. The Organizational Resilience Officer, approved as general temporary assistance during the 2010/11 period, revised and consolidated the individual business continuity plans into a single DPKO and DFS plan integrated with the overarching plan for the Secretariat at Headquarters. Recognizing that business continuity plans are required for all field operations and that there was no planning template for field operations, DPKO and DFS, mission staff and the Business Continuity Management Unit collaborated in developing the first complete mission business continuity plan, a planning methodology and template in compliance with existing and approved Secretariat business continuity policy, using UNMIL as the pilot mission in November 2010.

89. Field operations require organizational resilience plans to ensure the continuation of their critical business processes during and after severe natural or man-made incidents and, if necessary, to support the recovery or reconstitution of critical Headquarters processes. The roll-out of the planning process in the field will evolve to reflect lessons learned and policy developments, such as the organizational resilience emergency management framework being considered by the General Assembly at its sixty-fifth session. With a view to completing the initial development of the DPKO and DFS organizational resilience plans for Headquarters and field operations, specifically in the areas of business continuity, recovery and reconstitution, it is proposed that 2 general temporary assistance positions be continued: 1 position of Organizational Resilience Officer (P-4) and 1 position of Administrative Assistant (General Service (Other level)). The Officer would work closely with the Business Continuity Management Unit and would be responsible for: maintaining and, as needed, revising the DPKO and DFS Headquarters standard operating procedure for DPKO and DFS continuity of operations; managing the identification, equipping and training of approximately 333 identified critical staff at Headquarters; directly assisting in the production, implementation and evaluation of 12 peacekeeping missions' business continuity plans; producing 2 DPKO and DFS recovery and reconstitution plans; and supporting the staff of the Office of the Chief of Staff in fulfilling their responsibilities as members of the Crisis Operation Group.

90. The Business Continuity Management Unit has neither the mandate nor the capacity and the resources to manage the organizational resilience planning of DPKO and DFS. The responsibilities and the peacekeeping focus of the proposed Organizational Resilience Officer are not redundant with, but rather complementary to, efforts of the Business Continuity Management Unit. This initiative is of a temporary nature, covering the organizational resilience (business continuity, recovery and reconstitution) development project.

Executive Office

Maternity/sick leave (3 P-3 positions, 4 months, continuation; 3 GS (OL) positions, 4 months, continuation)

91. It is proposed that 6 general temporary assistance positions be established for 4 months each to replace staff on maternity and long-term sick leave in both DPKO and DFS.

Public Affairs Section

Internal Communication Officer (1 P-3 position, continuation)

92. The current staffing establishment of the Public Affairs Section includes 5 continuing posts, comprising 1 Section Chief (P-5), 2 Public Information Officer (1 P-4 and 1 P-3) and 2 Assistant (GS (OL)) and 1 general temporary assistance position (P-3), funded from the support account. Given the fact that the operational environments of DPKO and DFS are constantly evolving, a series of reform agendas have been launched, including the Brahimi report (see A/55/305-S/2000/809), Peace Operations 2010, the New Horizon Initiative and the global field support strategy. The two Departments also regularly address crises stemming from the volatile environments in which peacekeeping missions operate and from natural disasters (e.g., the bombing of UNAMI headquarters in Baghdad and of a guesthouse in Afghanistan, the abduction of staff in Darfur, attacks on peacekeepers and the earthquake in Haiti). The role of internal communications has been critical, ensuring that staff at Headquarters and in the field have clearly understood organizational objectives and priorities which has enabled them to perform their functions and operate more effectively, in particular during times of crisis. They have provided support for the Departments' objectives, promoted transparency and assured compliance with organizational standards, policies and procedures on various aspects of corporate governance, in particular as they relate to peacekeeping and field support. Among the tasks performed by the staff of the Public Affairs Section has been the provision of daily content to the DPKO and DFS Intranet, which is accessible to staff both at Headquarters and in all peacekeeping operations. The information posted includes daily news clippings and messages from the Under-Secretaries-General for Peacekeeping Operations and Field Support, and an online discussion forum has been created in which staff can express their concerns or ideas relating to specific issues. The Section has also identified focal points within all peacekeeping missions to ensure consistency in all internal messages. In addition to communicating information about developments related to reform agendas and addressing the daily internal communications needs of the two Departments, the Section has the responsibilities of coordinating with the Department of Public Information on internal communications issues relating to DPKO and DFS and providing technical and operational support to public information offices in the field.

93. The requirements for internal communications have continued to evolve and expand dramatically, with more areas to cover and a considerable increase in workload. Given the launch of the global field support strategy in July 2010, the Section would support a change management function and dedicate a focal point to work in close coordination with the DFS Programme Implementation Coordination Team, ensuring that their messages are effectively disseminated to staff at Headquarters and in the field. Furthermore, on behalf of the Field Personnel Division, the Section would launch an internal communications campaign to explain to staff in the field the ongoing staffing reform, in particular with regard to the migration from Galaxy to Inspira (the talent management system), the expert-panel process and the development of a pilot mechanism for eliminating bottlenecks and expediting urgent recruitment in field operations.

94. The Internal Communications Officer would continue to coordinate internal communication issues with the Department of Public Information and other DPKO

and DFS entities, as well as providing technical and operational support to Public Information Officers in the field, in particular on recruitment issues, and ensuring that integrated communications strategies are developed (such as in the case of the Sudan referendums). In this context, it is proposed that a general temporary assistance position of Internal Communications Officer at the P-3 level be continued.

95. The variance is attributable to the continuation of general temporary assistance positions newly approved for 2010/11, in respect of which delayed recruitment factors of 25 per cent (Professional category) and 12.5 per cent (General Service category) were applied, offset by lower standard salary costs.

	Cost estimates	*Variance*	
Official travel	$595.9	($4.9)	(0.8%)

96. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessment/ consultation	413 600	17 visits to peacekeeping operations to review progress and provide direction to mission leadership on issues related to the implementation of mission mandates
		Technical assessment visits, in collaboration with the Department of Public Information, to 4 peacekeeping operations undergoing significant adjustments and facing specific public information challenges
Technical support	115 900	6 visits to field operations to review and monitor progress and provide feedback to chiefs of Joint Operations Centres and Joint Mission Analysis Centres on issues related to the relevant policies and guidelines
Seminars/conferences/workshops	66 400	150 outreach activities, such as conferences, exhibits and public briefings, on the peacekeeping work of the United Nations
		20 inputs on the peacekeeping dimension of security in policies and procedures developed by the Inter-Agency Security Management Network
Total	**595 900**	

97. The amount of $413,600 is proposed for travel to field operations to undertake the following mission planning/assessment/consultation activities: an ongoing staff exchange programme whereby 4 staff members from the field will serve at Headquarters for a period of three months ($150,900); political consultations through meetings with and briefings to Member States and regional organizations ($213,700); the expansion of the information management framework to field operations ($9,300); public information activities in field operations associated with referendums and elections ($33,500); and the enhancement of information-sharing

and interoperability with international organizations, including the European Union ($6,200).

98. The amount of $115,900 is proposed for travel to undertake the following technical support activities: support for Joint Operations Centres and Joint Mission Analysis Centres ($107,500); and assistance with the comprehensive records management assessment of UNAMID ($8,400).

99. The amount of $66,400 is proposed for travel in connection with the following seminars/conferences/workshops: regular meetings of the Inter-Agency Security Management Network to represent DPKO and DFS in that United Nations system-wide security forum ($18,500); a conference of heads of mission ($10,400); representation at conferences on European Union and African Union peacekeeping, a conference on peacekeeping security to be held in Munich and a conference on the New Horizon Initiative to be held in Indonesia ($37,500).

100. The variance is attributable to travel service fees for which a provision was not proposed in previous budgets.

	Cost estimates	*Variance*	
Facilities and infrastructure	$722.0	$17.1	2.4%

101. The proposed amount of $722,000 would provide for requirements for office supplies, centrally administered by the Executive Office on behalf of both DPKO ($265,700) and DFS ($279,500). The requirements also cover the rental of photocopiers in the amount of $176,800 for both Departments.

	Cost estimates	*Variance*	
Communications	$1 444.3	($238.3)	(14.2%)

102. The estimate of $1,444,300 would provide for requirements, centrally administered by the Executive Office on behalf of both DPKO and DFS, for commercial communications services at the standard rate derived from past expenditure trends, in the amounts of ($991,500) and ($450,000) for DPKO and DFS, respectively, as well as for the acquisition of standard communications equipment (telephone sets) in the amount of ($2,800) for DPKO. The variance is attributable to non-recurrent requirements for communications related to the proposed new posts and general temporary assistance positions for which a provision was included in the 2010/11 budget, offset by additional requirements for communications charges in UNOAU.

	Cost estimates	*Variance*	
Information technology	$3 018.7	$540.3	21.8%

103. The estimate of $3,018,700 would cover requirements, centrally administered by the Executive Office on behalf of both DPKO and DFS, for the maintenance and repair of information technology equipment based on the standard service-level agreement established by the Office of Information and Communications Technology, in the amounts of $791,000 (DPKO) and $872,100 (DFS); the acquisition of standard information technology equipment, including replacement

desktop computers, laptop computers and network printers, in the amount of $460,900; and the support account share ($894,700) of central information technology infrastructure costs (information storage and backup, application hosting, departmental servers and other services) as derived from past expenditure patterns. All of the items are budgeted in accordance with the most recent estimating guide issued by the Office of Information and Communications Technology.

104. The variance is attributable to the DPKO and DFS share of information technology infrastructure costs. Since 2005/06, general temporary assistance resources in the Office of Information and Communications Technology, formerly the Information Technology Services Division of the Department of Management, have been dedicated to supporting the extraordinary amount of information technology infrastructure generated by DPKO and DFS at Headquarters, which has since been significantly streamlined. As the resource requirement to support the DPKO and DFS information technology infrastructure at Headquarters is now aligned with the other departments/offices funded from the support account, the general temporary assistance positions will not be continued in 2011/12 and the resource requirements have been calculated and mainstreamed into the information technology provision for DPKO and DFS, consistent with all other departments and offices funded from the support account.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$231.7	($39.4)	(14.5%)

105. The amount of $231,700 is proposed for subscriptions to various magazines, books, journals and periodicals and for online external advertising ($211,700) and the installation of booths for photo exhibits, the printing of brochures and other production to promote the work of peacekeeping and field support to external audiences ($20,000). The variance is attributable to the increase in online subscriptions (user IDs) by other participants. The prorated charges vary on the basis of the volume of user IDs planned for 2011/12.

3. Office of Operations

(a) Results-based-budgeting framework

106. The mandate of the Office of Operations was established by the General Assembly in its resolution 47/71. The functions of the Office are set out in the Secretary-General's bulletin on the organization of DPKO (ST/SGB/2010/1).

107. The priorities of the Office of Operations are: to develop overarching integrated strategies and provide strategic direction on cross-cutting, mission-specific and political issues; to deliver day-to-day operational support to new and ongoing peacekeeping operations, including guidance on policy and operational issues; to devise, promote agreement on and implement integrated solutions to the political and operational challenges of field operations, and support them vis-à-vis the parties to the conflict and other interested stakeholders; to engage with members of the Security Council, Member States, partners and other entities on issues of concern; to lead the integrated mission planning process for new operations, and coordinate transitions in existing operations, including consolidation and exit strategies; and, through the provision of an overall political, strategic and operational framework and through the integrated operational teams, to ensure the

unity of command and integration of effort of DPKO and DFS in terms of the political direction, planning and operational management of missions.

108. The Office comprises four divisions: Africa I; Africa II; Asia and the Middle East; and Europe and Latin America. The divisions include a total of eight integrated operational teams.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Security Council resolutions incorporate recommendations aimed at establishing potential peacekeeping operations or making major adjustments to existing ones and concerning support for AMISOM (2009/10: 100 per cent; 2010/11: 100 per cent; 2011/12: 100 per cent) 1.2 100 per cent of reports of the Secretary-General to the Council reflect briefings with troop-contributing countries and Member States as part of the New Horizon requirement (2009/10: not available; 2010/11: 100 per cent; 2011/12: 100 per cent)

Outputs

- 42 multidimensional substantive reports of the Secretary-General to the Security Council
- 35 letters from the Secretary-General to the President of the Security Council
- 120 advisory notes for briefings to and engagement with Member States, peacekeeping partners and other entities
- 30 consultations with troop- and police-contributing countries to provide updates on political and operational developments in 12 peacekeeping operations and support for AMISOM
- 40 oral briefings and 51 weekly briefing notes to the Security Council on peacekeeping issues, including updates on political and operational developments in 12 peacekeeping operations and support for AMISOM
- Briefings/consultations in response to all requests made by the General Assembly, permanent missions to the United Nations, United Nations agencies, the Bretton Woods institutions, international and regional governance and security organizations and non-governmental organizations, on peacekeeping issues, including updates on political and operational developments in 12 peacekeeping operations and support for AMISOM

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Fulfilment of Security Council time requirements for the establishment of new peacekeeping operations or the adjustment of existing ones or support for AMISOM (2009/10: 100 per cent; 2010/11: 100 per cent; 2011/12: 100 per cent)

Outputs

- Integrated concepts of operations, in line with Security Council mandates, for new peacekeeping operations and existing ones requiring significant adjustment

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	**3.1 Issuance of integrated strategic frameworks for fiel operations (2009/10: 6; 2010/11: 5; 2011/12: 6)**
	3.2 Implementation of 16 bilateral or multilateral fiel programmes in collaboration with peacekeeping partne and other entities (2009/10: 16; 2010/11: 18; 2011/12:

Outputs

- **Integrated guidance to 12 peacekeeping operations on strategic, policy and political operational matters**
- **Semi-annual reviews of progress made on priority objectives as identified in the integrated strategic frameworks for 9 peacekeeping operations**
- **10 integrated strategic assessments of peacekeeping operations to review and make recommendations on issues such as mission concepts, as well as approaches, challenges or opportunities in the area of mandat implementation**
- **30 integrated technical assessments to provide overall guidance to and assist peacekeeping operations an support for AMISOM with regard to planning and mandate implementation issues**
- **Issuance of revised integrated mission planning process guidelines, following the periodic review of the 2008/09 guidelines**
- **2 workshops for a total of 40 field staff on integrated mission planning**
- **1 workshop for civilian mission chiefs of staff and heads of political affairs components of 12 peacekeep operations, in collaboration with the Office of the Chief of Staff**
- **Report of the Secretary-General on support for African Union peacekeeping operations authorized by the United Nations, reflecting, inter alia, the impact of United Nations efforts to enhance the Union's capacit develop the African Standby Force and manage Union-mandated peace support operations**

External factors

Parties to the conflict cooperate and are willing to resolve their disputes peacefully; peacekeeping partne provide the necessary support; and the security environment permits the establishment or continuation of peacekeeping operations and support for AMISOM

(b) Human resources requirements

Category	Approved support account posts 2010/11	Redeployment, reassignment, reclassification	General temporary assistance conversions	Additional new posts requested	Total proposed 2011/12	Change
Professional and higher						
Under-Secretary-General	—	—	—	—	—	—
Assistant Secretary-General	—	—	—	—	—	—
D-2	1	—	—	—	1	—
D-1	3	—	—	—	3	—
P-5	10	—	—	—	10	—
P-4	21	—	—	—	21	—
P-3	12	—	—	—	12	—
P-2/P-1	5	—	—	—	5	—
Subtotal	**52**	—	—	—	**52**	—
General Service and other						
Principal level	—	—	—	—	—	—
Other level	18	—	—	—	18	—
Subtotal	**18**	—	—	—	**18**	—
Total	**70**	—	—	—	**70**	—

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2009/10) (1)	Apportionment (2010/11) (2)	Cost estimates (2011/12) (3)	Variance: Amount (4)=(3)-(2)	Variance: Percentage (5)=(4)÷(2)
I. Post resources	11 743.8	11 814.5	11 464.0	(350.5)	(3.0)
II. Non-post resources					
General temporary assistance	242.2	1 059.9	530.1	(529.8)	(50.0)
Official travel	1 087.9	975.4	981.4	6.0	0.6
Other supplies, services and equipment	7.2	—	—	—	—
Subtotal II	**1 337.3**	**2 035.3**	**1 511.5**	**(523.8)**	**(25.7)**
Total	**13 081.1**	**13 849.8**	**12 975.5**	**(874.3)**	**(6.3)**

(d) Justification of posts

Africa II Division

Redeployment of 2 posts (1 P-5 Senior Political Affairs Officer and 1 P-4 Political Affairs Officer) from the Africa I Division's integrated operational team for MINURCAT to the Africa II Division's integrated operational team for West Africa and the Somalia Coordination and Planning Team

109. The current staffing establishment of the Africa II Division includes 15 continuing posts (1 D-2, 1 D-1, 1 P-5, 4 P-4, 4 P-3, 1 P-2 and 3 General Service (Other level)) and 5 general temporary assistance positions (1 D-1, 1 P-4, 2 P-3, 1 GS (OL)), funded from the support account.

110. The West Africa integrated operational team comprises 1 D-1 Team Leader, 2 P-4 and 1 P-3 Political Affairs Officers, and 1 General Service (Other level) Administrative Assistant, funded from the support account, and provides integrated support to UNMIL and UNOCI. It shares its military, police, administrative and support specialists with the Great Lakes integrated operational team. The two teams are supervised by a Regional Director at the D-2 level. Since 2008, the West Africa team has required the support and oversight of a Political Affairs Officer at the P-5 level; thus, the post covering MINURCAT was temporarily redeployed from the Africa I Division to the Africa II Division to provide necessary support to the two peacekeeping missions in West Africa. Following an internal review conducted, after the liquidation of UNMEE at the end of 2008, it was determined that MINURCAT could be backstopped from Headquarters with 2 Political Affairs Officers (P-4 and P-3), along with the D-1 Team Leader and the specialist officers on the East Africa team. At the same time, it was noted that the West Africa team, covering UNMIL and UNOCI, which had 2 P-4 and 1 P-3 Political Affairs Officers, required the support of a P-5 Senior Political Affairs Officer. As MINURCAT is now in its liquidation phase, it is proposed that the Senior Political Affairs Officer be formally redeployed to the West Africa integrated operational team to continue to serve as the principal focal point for political issues related to the peace process and the implementation of the mandates of UNMIL and UNOCI; to identify, analyse and monitor political and operational developments and emerging issues with respect to the implementation of mandates of field operations; to assess implications and make recommendations on possible strategies and measures to advance peacekeeping processes; to prepare day-to-day guidance and support to UNMIL and UNOCI on political issues, as well as provide political inputs to integrated operational guidance and support; and to monitor and assess the implementation of political strategies in support of mandate implementation.

111. The Somalia Coordination and Planning Team currently consists of general temporary assistance positions funded from the support account, as follows: 1 D-1 Principal Officer, 1 P-4 and 1 P-3 Political Affairs Officer, 1 P-3 Military Maritime Officer and 1 General Service (Other level) Administrative Assistant. The importance and complexity of the Somalia portfolio has demonstrated the critical need for a Political Affairs Officer at the P-4 level to support the leadership role and coordination vital to the performance of DPKO tasks under the relevant Security Council mandates. While the Council's intention to deploy a peacekeeping operation to Somalia at the appropriate time remains the critical base for the strategy for the country, as the situation there continues to be fragile and it is difficult to predict the timing of the deployment of a peacekeeping operation, it is proposed that the

Political Affairs Officer at the P-4 level be redeployed from the MINURCAT integrated operational team. The anti-/counter-piracy functions will be performed by the existing military specialist in the Office of Military Affairs formerly assigned to the MINURCAT integrated operational team, in place of the currently approved Military Maritime Officer general temporary assistance position. The redeployment of this continuing post is intended to improve efficiency and ensure that the Team retains the same capacity, as it is not proposed that the general temporary assistance position for anti-piracy be continued in 2011/12.

112. The incumbent would focus on the implementation of the Secretary-General's strategy for Somalia, contingency planning for the transition of AMISOM to a peacekeeping operation, supporting the planning and deployment of the second phase of AMISOM, providing strategic guidance and support to UNOAU, providing coordinated advice and support in areas of DPKO expertise to the multiple actors and various tracks engaged in Somalia, and substantively contributing to the conduct of United Nations activities as part of the multifaceted international efforts to combat piracy.

Africa I Division

Redeployment of 1 post (P-3 Political Affairs Officer) from the MINURCAT integrated operational team to the integrated operational team for the Sudan

113. The current staffing establishment of the Africa I Division includes 19 continuing posts funded from the support account (1 D-1, 4 P-5, 7 P-4, 2 P-3, 1 P-2 and 4 General Service (Other level)), representing an average workload distribution of 3 staff per mission, and 2 general temporary assistance positions (1 P-4 and 1 GS (OL)).

114. The Sudan integrated operational team, under the Africa I Division, currently consists of 1 P-5 Senior Political Affairs Officer, 4 P-4 and 1 P-3 Political Affairs Officers and 2 General Service (Other level) Administrative Assistants dedicated to UNAMID, and 1 P-5 Senior Political Affairs Officer, 1 P-4 and 1 P-3 Political Affairs Officers, 1 P-2 Associate Political Affairs Officer and 1 General Service (Other level) Administrative Assistant dedicated to UNMIS, funded from the support account. The result of the referendum is likely to lead to an unpredictable situation on the ground across the country, in particular in Southern Sudan. Further, the current Comprehensive Peace Agreement is expected to formally come to an end in July 2011. Given a new and uncertain period in the Sudan and the workload expected as a result, it is proposed that the Political Affairs Officer post at the P-3 level be redeployed to the Sudan integrated operational team to monitor the development and progress of operations, including relations between the parties, troop/police contributors, Governments and regional organizations; identify and respond to, inter alia, changes, problems and incidents; assist in the daily management of UNMIS from Headquarters; respond to/draft reports, communications, responses, statements and queries of parties, troop/police contributors, members of the Security Council, Government officials, inter alia, ensuring input by and consultations with a wide range of DPKO interlocutors; and participate in the activities to implement operations, helping to devise guidelines and terms of reference, ensuring input by participants and integrating various aspects (e.g., security, administrative, legal) of pre-mission planning. Should this post not be redeployed, the Sudan integrated operational team may face difficulties in providing effective support to UNMIS in the post-referendum period.

(e) Analysis of resource requirements[1]

	Cost estimates	Variance	
Posts	$11 464.0	($350.5)	(3.0%)

115. The provision of $11,464,000 would cover salaries, common staff costs and staff assessment for the 70 continuing posts. The variance is attributable to lower standard salary costs.

	Cost estimates	Variance	
General temporary assistance	$530.1	($529.8)	(50.0%)

116. The proposed requirements in the amount of $530,100 would cover the continuation of 4 general temporary assistance positions, compared with the 7 general temporary positions approved for 2010/11, as described below.

Africa II Division/Somalia Coordination and Planning Team

Principal Officer (1 D-1 position, continuation)

Political Affairs Officer (1 P-3 position, continuation)

Team Assistant (1 General Service (Other level) position, continuation)

117. Pending a decision of the Security Council on the deployment of a peacekeeping operation for Somalia, and given that there is no existing capacity within DPKO to perform the functions described below, it is proposed that 3 of the 5 general temporary positions approved in 2010/11 be continued: 1 D-1, 1 P-3 and 1 General Service (Other level). As indicated earlier, the existing military specialist in the Office of Military Affairs formerly assigned to the MINURCAT integrated operational team will continue the functions associated with military maritime anti-piracy activities.

118. The Security Council, in its resolution 1772 (2007), requested the Secretary-General to continue to develop the existing contingency planning for the possible deployment of a United Nations peacekeeping operation to succeed AMISOM. The Council's intention to deploy a peacekeeping operation to Somalia at the appropriate time was reaffirmed in its resolutions 1863 (2009), 1872 (2009) and 1910 (2010). Between 2008 and 2010, this mandate was extended and expanded by Council resolutions 1814 (2008), 1863 (2009), 1872 (2009), 1910 (2010) and 1964 (2010) to include: (a) the development of additional scenarios to assist the Council in deciding on the deployment of a peacekeeping operation to Somalia at the appropriate time, subject to the fulfilment of certain conditions; (b) the provision of technical and expert advice to the African Union in the planning and deployment of AMISOM, including force generation and other arrangements necessary for the transition to a peacekeeping operation, through the newly established UNOAU (an integration of former entities); and (d) backstopping UNPOS with the provision of expertise, as required, for the rebuilding of the Somali security institutions, including police and military training, planning for future disarmament, demobilization and reintegration, security sector reform, and rule-of-law and corrections activities.

119. At the request of Member States and as stated by the Secretary-General during the debate of the Security Council held on 16 December 2008 (see S/PV.6046),

DPKO serves as the focal point on military naval anti-piracy operations within the Secretariat's counter-piracy coordination mechanism. In accordance with Council resolutions 1814 (2008), 1816 (2008), 1838 (2008), 1846 (2008), 1851 (2008), 1897 (2009) and 1950 (2010), the Somalia Coordination and Planning Team provides naval and maritime security technical expertise in support of regional capacity-building efforts through the Secretariat's counter-piracy mechanism and shares information on issues related to maritime security. The Team would continue to provide policy and operational advice on the deployment of a future peacekeeping operation, including: updating contingency plans and/or developing and recommending alternative options, as required; providing strategic guidance and support to UNOAU in assisting the African Union in the planning and deployment of AMISOM; providing coordinated advice and support to partners and stakeholders in areas of DPKO expertise; supporting and implementing the three-phased incremental approach and relevant Security Council resolutions; developing strategy papers for the security and peacekeeping track in accordance with the incremental approach; substantively contributing to the fulfilment of DPKO responsibilities within the Secretariat's counter-piracy coordination mechanism; and serving as a source of information for Member States and regional and international organizations on issues related to naval counter-piracy activities.

120. The work carried out by the Team has been instrumental in the implementation of the United Nations strategy for Somalia. The Team works closely with other DPKO offices, the Somalia desk of the Department of Political Affairs and the support for AMISOM Headquarters Support Team of DFS, regularly organizing coordination meetings on technical support provided to AMISOM and UNPOS, as well as on the implementation of the incremental approach. Owing to increased insecurity in southern and central Somalia, including Mogadishu, and gradual progress in the political process and the development of the Somali security forces, the implementation of the incremental approach remains in its initial phase. Planning and preparations for the second phase continue and all existing contingency plans are being kept under review. The Team participated in two assessment missions (November 2009 and June 2010) and, through the integrated mission planning process, prepared three reports of the Secretary-General to assess the implementation of the incremental approach. It continued to support the African Union Commission in the planning and management of AMISOM, mainly through the provision of strategic guidance and support to UNOAU. By the end of 2010, AMISOM had reached its originally mandated strength of 8,000 troops, with force generation support provided to the African Union by the Team and UNOAU. At the request of the African Union, it also directly assisted in preparing draft plans for the expansion of AMISOM in October 2009.

121. With respect to its function as the focal point on piracy, the Team developed effective information-sharing mechanisms with relevant Member States and regional and international organizations, and participated in the 4th and 5th plenary meetings of the Contact Group on Piracy off the Coast of Somalia and various working group meetings, as well as prepared relevant parts of the report of the Secretary-General pursuant to Security Council resolution 1897 (2009) (S/2010/556). The General Assembly, at its first informal debate on piracy held in May 2010, and the Security Council, under Chapter VII, have placed significant emphasis on the United Nations role in the international community's efforts to counter piracy. The Team would thus continue providing its technical expertise on maritime-security-related issues to its

United Nations partners at Headquarters and in the field, and within the framework of the Secretariat counter-piracy coordination mechanism.

122. In preparation for the end of the current transition period in August 2011 and the complexity of the post-transition phase, the international community, including the United Nations, is stepping up its efforts to support the Transitional Federal Government in advancing the remaining transitional tasks, including the development of the Somali security sector institutions. Likewise, force generation and the planning of future phases of AMISOM operations will be intensified in 2011, as the Security Council, by its resolution 1964 (2010), authorized the deployment of an additional 4,000 troops and the continued provision of technical and expert advice to the African Union, through UNOAU, in the planning and deployment of AMISOM, including the revised AMISOM concept of operations for future activities. Meanwhile, the United Nations has begun the gradual implementation of the second phase of the Secretary-General's three-phased incremental approach, establishing a light footprint in Mogadishu. In view of the intention of the Security Council to deploy a peacekeeping operation at the appropriate time, the regular review and updating of the contingency plans in close coordination with the African Union, together with the development of alternative options, will remain a priority. The support and coordination provided by the Team will, therefore, continue to play a critical role in supporting AMISOM, UNOAU, UNPOS and other stakeholders.

Africa I Division/African Union Peacekeeping Support Team

Team Assistant (1 General Service (Other level) position, continuation)

123. The current staffing establishment of the Africa I Division includes 19 continuing posts funded from the support account (1 D-1, 4 P-5, 7 P-4, 2 P-3, 1 P-2 and 4 General Service (Other level)), representing an average workload distribution of 3 staff per mission, and 2 general temporary assistance positions (1 P-4 and 1 GS (OL)). Of this staffing establishment, the African Union Peacekeeping Support Team is composed of 1 P-5 and 1 P-4 continuing posts and 1 P-4 and 1 General Service (Other level) general temporary positions at Headquarters. In 2010/11, the redeployment to UNOAU of 8 continuing posts (1 P-5, 3 P-4, 2 P-3 and 2 national staff), funded from the support account and located in Addis Ababa, was approved as part of the effort to bring together the various activities relating to the support provided to the African Union in Addis Ababa in the areas of peace and security under unified leadership that embraces the responsibilities of various departments at Headquarters with regard to the African Union.

124. The responsibilities and objectives of the African Union Peacekeeping Support Team are more extensive in scope than those of other missions and include delivering technical expertise to the African Union Peace and Security Department in Addis Ababa, providing guidance and assistance on cross-cutting issues such as doctrine and training, and coordinating within the United Nations and with partners and other entities the provision of support for capacity-building in the areas of African peacekeeping. In this respect, its focus is on supporting the long-term development of the African Peace and Security Architecture under the peace and security cluster of the 10-year capacity-building programme. There is a need to continue coordination with other departments within the Secretariat on United Nations support for capacity-building in African peacekeeping. The need to maintain liaison/coordinate with the African Union Commission on partners'

support for the development of the African Peace and Security Architecture is an increasing priority in the efforts to develop a coherent approach.

125. Accordingly, it is proposed that 1 general temporary assistance position of Team Assistant at the General Service (Other level) be continued in order to provide critical administrative and technical liaison between DPKO at Headquarters and UNOAU, in areas such as facilitating videoconferences, meeting arrangements and arrangements for official travel. The incumbent would provide administrative support for staff working on the follow-up to the report of the African Union-United Nations panel on modalities for support to African Union peacekeeping operations (A/63/666-S/2008/813), of 31 December 2008, and to subsequent reports prepared twice annually. Over the past year, this has included extensive travel arrangements enabling Headquarters staff to visit stakeholders, inter alia, in Brussels and Addis Ababa, as well as the organization of a lessons learned workshop in Nairobi attended by some 40 participants. This resource would be the only dedicated administrative support provided for the Department's support for UNOAU, as it fulfils the mandate inherited from the African Union Peacekeeping Support Team.

126. The variance is attributable to the proposed continuation of 4 general temporary assistance positions, compared with the 7 positions approved for 2010/11, and lower standard salary costs.

	Cost estimates	*Variance*	
Official travel	$981.4	$6.0	0.6%

127. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessment/ consultation	981 400	Integrated guidance provided to 12 peacekeeping operations on strategic, policy, political operational matters 10 integrated strategic assessments of peacekeeping operations to review and make recommendations on issues such as mission concepts, as well as approaches, challenges or opportunities in the area of mandate implementation 30 integrated technical assessments to provide overall guidance and assist peacekeeping operations and support for AMISOM on planning and mandate implementation issues
Total	981 400	

128. The amount of $981,400 is proposed for travel to undertake the following mission planning/assessment/consultation activities: political, military, police and specialist officers on the integrated operational teams will provide peacekeeping operations with strategic guidance on policy matters, and support in terms of Headquarters expertise, and will participate in reviews and assessments of mandated tasks ($462,900); the Assistant Secretary-General will review operations ($208,000); political consultations will be undertaken with United Nations, non-United Nations and national stakeholders, the African Union, the European Union and Government authorities on peacekeeping operations in all regions ($239,100); and strategic and

political discussions will be held on support provided to the African Union for peacekeeping operations and the Secretary-General's three-phased incremental approach to the deployment of a multidimensional United Nations peacekeeping operation in Somalia ($71,400).

4. Office of Military Affairs

(a) Results-based-budgeting framework

129. The mandate of the Office of Military Affairs was established by the General Assembly in its resolution 61/279. The roles and responsibilities of the Office are set out in the Secretary-General's bulletin on the organization of DPKO (ST/SGB/2010/1).

130. The priorities of the Office of Military Affairs are: reviewing and revising, where necessary, the military planning documents for all peacekeeping operations; assessing potential threats to military operations; supporting, monitoring and guiding all military components of peacekeeping operations; developing the relevant military policy and doctrine documents; and maximizing military capability and its timely deployment to peacekeeping operations. The strategic priorities of the Office of Military Affairs are consolidating its delivery capabilities and enhancing the effectiveness of military activities in peacekeeping operations.

131. The Office of Military Affairs comprises the Office of the Military Adviser, the Current Military Operations Service, the Force Generation Service and the Military Planning Service.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Security Council resolutions incorporate 80 per cent of recommendations on military issues in establishing potential or adjusting existing peacekeeping operations (2009/10: 80 per cent; 2010/11: 80 per cent; 2011/12: 80 per cent)

Outputs

- 5 visits to Member States and regional organizations to discuss contributions to peacekeeping operations, robust peacekeeping, the protection of civilians and evolving operational requirements, as well as the implementation of modularization for force generation in accordance with the global field support strategy
- 18 briefings, requested by the Security Council, with troop-contributing countries to discuss new or anticipated developments, crisis situations and changes to the mandates of peacekeeping operations
- 13 strategic analyses and assessment reports on the military aspects of significant operational developments in peacekeeping operations and on evolving conflict areas
- 8 briefings to the Security Council on the military elements of technical assessment reports of peacekeeping operations and support for AMISOM
- Survey of troop-contributing countries, that have deployed contingents to new or adjusted existing operations, on their involvement in the military planning for those operations
- 10 briefings to the Military Staff Committee of the Security Council on military aspects of peacekeeping operations

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Military plans for new or significantly adjusted peacekeeping operations produced within 7 days of the adoption of the relevant Security Council resolution (2009/10: 7 days; 2010/11: 7 days; 2011/12: 7 days)
	2.2 Issuance of formal requests for troop pledges for new or significantly expanded peacekeeping operations within 5 days of the development of the relevant military plans (2009/10: 5 days; 2010/11: 5 days; 2011/12: 5 days)

Outputs

- Standard operating procedure on support provided by the Office of Military Affairs to military start-up capacities of peacekeeping operations
- 4 operational and military advisory visits to troop-contributing countries related to the deployment of troops and materiel to peacekeeping operations

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Implementation by peacekeeping operations of all recommendations contained in the end-of-assignment reports of heads of military components (2009/10: 100 per cent; 2010/11: 100 per cent; 2011/12: 100 per cent)

Outputs

- Visits to 5 peacekeeping operations to provide strategic guidance to senior military leaders, including on the military-related aspects of crisis response, the drawdown and reconfiguration of military components and transitional issues
- Revised military concepts of operations, rules of engagement and force requirements for all adjusted peacekeeping operations and a concept of operations and force requirements for a possible peacekeeping operation in Somalia
- 12 updated assessments of threats posed to all military operations in peacekeeping contexts
- Conference for heads of military components from all peacekeeping operations
- 8 predeployment induction sessions and 7 post-appointment briefings at Headquarters for senior military personnel in peacekeeping operations
- 11 predeployment visits in connection with the continuing deployment and adjustment of peacekeeping missions
- Generation of 24 Senior Military Officers for 12 peacekeeping operations
- 2 policies: capability and training standards and evaluation tools for infantry battalions in peacekeeping operations, and military doctrine for peacekeeping operations
- 2 training modules: a module on dealing with sexual and gender-based violence, for military components of peacekeeping operations; and a scenario-based module on the protection of civilians, for military components

External factors
Member States will contribute the required military personnel and materiel to peacekeeping operations in a timely manner to effect deployment; and parties to conflicts in areas of peacekeeping operations will cooperate with the United Nations

(b) Human resources requirements

Category	*Approved support account posts 2010/11*	*Redeployment, reassignment, reclassification*	*General temporary assistance conversions*	*Additional new posts requested*	*Total proposed 2011/12*	*Change*
Professional and higher						
Under-Secretary-General	—	—	—	—	—	—
Assistant Secretary-General	—	—	—	—	—	—
D-2	1	—	—	—	1	—
D-1	1	—	—	—	1	—
P-5	11	—	—	—	11	—
P-4	87	—	—	—	87	—
P-3	16	—	—	—	16	—
P-2/P-1	—	—	—	—	—	—
Subtotal	116	—	—	—	116	—
General Service and other						
Principal level	—	—	—	—	—	—
Other level	17	—	—	—	17	—
Subtotal	17	—	—	—	17	—
Total	133	—	—	—	133	—

(c) Financial resource requirements

(United States dollars)

	Expenditures (2009/10)	*Apportionment (2010/11)*	*Cost estimates (2011/12)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	27 039.5	24 384.6	23 748.3	(636.3)	(2.6)
II. Non-post resources					
General temporary assistance	—	173.0	182.4	9.4	5.4
Consultants	1.4	—	—	—	—
Official travel	919.3	753.3	760.2	6.9	0.9
Subtotal II	920.7	926.3	942.6	16.3	1.8
Total	27 960.2	25 310.9	24 690.9	(620.0)	(2.4)

(d) Justification of posts

Office of the Military Adviser

Redeployment of 2 posts (1 P-4 Capability Development Officer and 1 P-4 Military Policy and Doctrine Officer) from the Military Planning Service to the Policy and Doctrine Team

132. The Office of Military Affairs comprises the Office of Military Adviser and three Services: the Current Military Operations Service, the Force Generation Service and the Military Planning Service. There are two teams under the Office of the Military Adviser: the Assessments Team and the Policy and Doctrine Team.

133. The Office of the Military Adviser is mandated to provide support for the development of peacekeeping-related system-wide frameworks and doctrines, to create departmental policies and standard operating procedures, and to develop capabilities for the military components of peacekeeping operations. Those functions were carried out by the officers of the Military Planning Service prior to the strengthening of the Office of Military Affairs in July 2008. Initially, Military Planning Service officers were carrying out the tasks of capability development and policy and doctrine work on an ad hoc basis. In recognition of the increased workload of the Service, 2 posts, of Military Policy and Doctrine Officer and Capability Development Officer, were approved in the period 2007/08, and an additional 18 posts in the Office of the Military Adviser were approved in the period 2008/09. Three of the approved posts (1 P-5 and 2 P-4) were designated for work on policy and doctrine issues, and the Policy and Doctrine Team was established. The Military Adviser has dedicated one of the civilian Liaison Officers to the Team to provide continuity. The proposed redeployment of 1 P-4 Capability Development Officer and 1 P-4 Military Policy and Doctrine Officer to the Policy and Doctrine Team in the Office of the Military Adviser will not affect the functions of the Military Planning Service, whose core function is being carried out by the remaining 28 Planning Officers.

134. In addition to contributing to numerous policy and doctrine efforts and capability development efforts led by DPKO counterparts, the Team is currently working on two policy documents, entitled "Capability and training standards and evaluation tools for infantry battalions in peacekeeping operations" and "Military doctrine for peacekeeping operations", and two training modules: a module on dealing with sexual and gender-based violence, for military components of peacekeeping operations, and a scenario-based module on the protection of civilians, for military components. Having all staff dedicated to policy documents under one supervisor will ensure that priorities are identified and followed, that all documents are properly coordinated and that there is a consistent standard. It will also allow for proper continuity of staff members in an Office whose personnel rotate on a regular basis. Should the redeployment not be approved, the two officers working on policy and doctrine issues in isolation under the Military Planning Service would not benefit from the synergy that could result from working as part of the Team in the Office of the Military Adviser, and there could be duplication of efforts.

(e) Analysis of resource requirements[1]

	Cost estimates	Variance	
Posts	$23 748.3	($636.3)	(2.6%)

135. The provision of $23,748,300 would cover salaries, common staff costs and staff assessment for the 133 continuing posts. The variance is attributable to lower standard salary costs, offset in part by the continuation of an additional post approved for 2010/11, in respect of which the delayed recruitment factor of 50 per cent (General Service category) was applied.

	Cost estimates	Variance	
General temporary assistance	$182.4	$9.4	5.4%

136. The proposed requirements in the amount of $182,400 would cover the continuation of 2 general temporary assistance positions, as described below.

Military Planning Service

Team Assistant (1 GS (OL) position, continuation)

Current Military Operations Service

Team Assistant (1 GS (OL) position, continuation)

137. The rotation of seconded military officers, who serve an average of three years (one third of them rotate every year), results in the continued need for highly competent administrative assistance to provide support within the budgetary and human resources of each Service. The workload involves the orientation of new officers regarding the standard United Nations procedures for correspondence, the drafting of reports, official travel and mandatory United Nations training. While the overall staffing plan and vacancy announcement campaigns are prepared by existing Administrative Officers, assistance is required in order to initiate, process, monitor, review and follow up on actions related to the administration of human resources activities. This includes recruitment (especially in the selection process), performance reviews and separation of staff, with the preparation of standard evaluation and interview reports, and the provision of competency-based interview training to ensure that a sufficient number of officers are ready to participate in interview panels. Service chiefs are also in need of highly trained administrative assistants for the provision of guidance on budget submissions, the compilation of performance reports, follow-up to the implementation of OIOS recommendations, the management of staffing tables and the tracking of travel funds.

138. Given the number of Professional staff who require administrative assistance and the high level of administrative support required as a result of the rotational nature of the service provided by the 110 seconded military officers, the continuation of 2 general temporary positions of Team Assistant at the General Service (Other level) is proposed. The additional capacity would provide efficient support in the Office of Military Affairs and would enable the Professional staff currently carrying out administrative duties owing to a lack of support staff to focus on substantive issues.

	Cost estimates	*Variance*	
Official travel	$760.2	$6.9	0.9%

139. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessment/consultation	667 800	Visits to 5 peacekeeping operations to provide strategic guidance to senior military leaders, including on military-related aspects of crisis response, the drawdown and reconfiguration of military components, and transitional issues 12 updated assessments of threats posed to all military operations in peacekeeping contexts
Technical support	62 100	8 predeployment induction sessions and 7 post-appointment briefings at Headquarters for senior military personnel in peacekeeping operations 11 predeployment visits in connection with the continuing deployment and adjustment of peacekeeping missions
Seminars/conferences/workshops	30 300	Conference for heads of military components from all peacekeeping operations
Total	760 200	

140. The amount of $667,800 is proposed for travel to undertake the following mission planning/assessment/consultation activities: mission planning and assessment, including visits to Member States and regional organizations to discuss contributions to peacekeeping operations, robust peacekeeping, the protection of civilians and evolving operational requirements ($66,100); the assessment of threats posed to all military operations in peacekeeping contexts ($60,100); a military capability study and a review of all documents related to military planning ($78,400); a technical assessment of the military component prior to the adoption of the relevant Security Council resolution ($174,900); strategic guidance for senior military mission leaders and meetings with Force Commanders of various peacekeeping operations to review the overall military concept, discuss inter-mission cooperation issues and assist troop-contributing countries in addressing issues related to the provision of major equipment, self-sustainment and military personnel ($162,600); and predeployment visits to troop-contributing countries ($125,700).

141. The amount of $62,100 is proposed for travel to provide technical support to key troop-contributing countries deploying to a complex peacekeeping operation, in order to identify capability gaps in the deployed forces through a formal capability analysis, to determine whether any operational or mission-specific training is required by the troop-contributing countries, and to attend meetings/briefings with senior Government and military officials, military commanders and staff to discuss or provide briefings on complex issues related to the concept of operations, the United Nations rules of engagement and force requirements.

142. The amount of $30,300 is proposed for travel to undertake the following seminars/conferences/workshops: a regional workshop in India to review the

capabilities of the military components of peacekeeping operations with a view to designing frameworks to determine how they can be improved, and a regional workshop in Africa on capability development to discuss and advise on how to improve the capability of existing and potential troop-contributing countries.

5. Office of Rule of Law and Security Institutions

(a) Results-based-budgeting framework

143. The mandate of the Office of Rule of Law and Security Institutions was established by the General Assembly in its resolution 61/279. The functions of the Office are set out in the Secretary-General's bulletin on the organization of DPKO (ST/SGB/2010/1).

144. The Office of Rule of Law and Security Institutions undertakes a broad spectrum of activities to support field operations mandated by the Security Council, to ensure a coordinated approach to the strengthening of the rule of law and security institutions. The Office is the designated global lead entity for police and corrections issues, and the lead for strengthening the judicial system in peacekeeping settings. It also leads other system-wide initiatives through inter-agency processes in the areas of the rule of law and justice; disarmament, demobilization and reintegration; mine action; and security sector reform. Priority areas of engagement include: a strong collaborative approach to joint field programming and integrated strategic planning, assessment and direction, together with United Nations partners and other entities; the production of policy, technical guidance and training materials in specialized areas, building on good practices and lessons learned; the implementation of training programmes; the development of rapidly deployable police and civilian (justice and corrections) expert capacities; the strengthening of mechanisms for coordination and cooperation between Headquarters and the field; and the dissemination of information, through various media and outreach activities, to support the rule of law and security institutions in peacekeeping settings. The Office of Rule of Law and Security Institutions consists of the Office of the Assistant Secretary-General, which includes the Security Sector Reform Unit; the Police Division; the Mine Action Service; the Criminal Law and Judicial Advisory Service; and the Disarmament, Demobilization and Reintegration Section.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Security Council resolutions reflect the activities to be carried out by police, justice and corrections officers (2009/10: 100 per cent; 2010/11: 100 per cent; 2011/12: 100 per cent)
	1.2 Security Council resolutions incorporate specific recommendations by the Secretary-General on security sector reform, disarmament, demobilization and reintegration, mine action and explosive remnants of war in the establishment of or adjustments to peacekeeping operations (2009/10: not available; 2010/11: 100 per cent; 2011/12: 100 per cent)

Outputs

- 44 briefings to legislative bodies, Member States, groups of friends and police-contributing countries on field operations in the areas of police (18), justice and corrections (6), disarmament, demobilization and reintegration (10) and security sector reform (10)
- Inputs to 45 reports of the Secretary-General and other documents issued by the Security Council and legislative bodies, including recommendations on police, justice, corrections, disarmament, demobilization and reintegration, mine action and security sector reform
- 20 consultations with Member States, Security Council, General Assembly, other intergovernmental bodies and Groups of Friends, including updates on the rule of law and security institutions
- 15 United Nations events and/or specialized consultations with agencies, funds and programmes, as well as regional and subregional organizations, to clarify lead roles, increase the coordination of activities in the areas of the rule of law and security institutions, and document and disseminate good practices and lessons learned

Police Division

- 18 consultations with police-contributing countries and regional organizations on policy and cross-cutting operational issues, as well as matters related to police and law enforcement in individual peacekeeping operations
- 14 visits to police-contributing countries to provide advice on the implementation of modularization for police generation in accordance with the global field support strategy and of the national selection mechanisms for the readiness, deployment and training of United Nations police officers, including members of formed police units
- 10 mission-specific meetings, organized with police-contributing countries, on the police components of 10 field operations

Disarmament, Demobilization and Reintegration Section

- 6 briefing notes for dissemination to Member States on disarmament, demobilization and reintegration developments in field operations

Mine Action Service

- Report of the Secretary-General to the General Assembly on assistance in mine action
- Annual multi-donor report covering activities in up to 7 field operations

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Initial operating capacity of police components of new field operations established within 60 days, with core headquarters and operational command structures in place and concept of operations completed (2009/10: 90 days; 2010/11: 60 days; 2011/12: 60 days)
	2.2 Compliance with the number of days specified for initial/surge deployment of police to new and expanding field operations (after the adoption of the relevant Security Council resolution) (2009/10: not available; 2010/11: 45 days; 2011/12: 30 days)

	2.3 Deployment of core mine action personnel within 30 days of the adoption of the relevant Security Council resolution (2009/10: 45 days; 2010/11: 30 days; 2011/12: 30 days)

Outputs

Office of the Assistant Secretary-General

- **10 consultations with Member States and regional organizations to share information on the development of national standby and standing capacities, solicit rapidly deployable experts with specialized qualifications in the fields of the rule of law and security sector reform, and exchange information on good practices and lessons learned**

Police Division

- **28 briefings to Member States on police issues in peacekeeping operations and on specific police requirements for the rapid deployment of highly qualified police personnel**
- **1 police component of a new or existing field operation supported by standing police capacity/start-up/surge capability**

Criminal Law and Judicial Advisory Service

- **Development of the standing justice and corrections capacity to assist with the start-up of new field operations and the implementation of Security Council mandates**

Disarmament, Demobilization and Reintegration Section

- **3 mission-specific recruitment outreach exercises aimed at filling critical disarmament, demobilization and reintegration posts**

Mine Action Service

- **2 assessments of mine action components of new or reconfigured peacekeeping operations**

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	**3.1 Contingency mine action plans for 2 peacekeeping operations developed or updated (2009/10: not available; 2010/11: not available; 2011/12: 2)**
	3.2 Integrated plans for police, justice, corrections, disarmament, demobilization and reintegration, security sector reform and mine action components developed for 3 peacekeeping operations (2009/10: 1; 2010/11: 3; 2011/12: 5)
	3.3 Vacancy rate for police in field operations is reduced from 25 per cent to 20 per cent (2009/10: 30 per cent; 2010/11: 25 per cent; 2011/12: 20 per cent)

Outputs

Office of the Assistant Secretary-General

- 5 annual conferences to provide guidance, exchange information and share best practices among heads of field components in the areas of the rule of law and security institutions
- 10 cables to 10 peacekeeping operations containing updated strategic guidance on the rule of law and security institutions, based on consultation with other entities
- 6 technical assessments of field operations to assess the implementation of security sector reform mandates and to review programmes
- 2 guidance materials, on the coordination of security sector reform support and on defence sector reform
- 1 pilot training module based on technical guidance materials regarding security sector reform

Police Division

- Police operational plans, standard operating procedures and concepts of operations developed or reviewed and revised for 5 police components of field operations, as appropriate
- Initial deployment, rotation and extension of 17,000 United Nations police officers, including formed police personnel, in 10 field operations
- Visits to 10 peacekeeping operations to provide strategic and operational police advice and assistance
- 40 visits to police-contributing countries to conduct selection assistance tests for individually deployed United Nations police officers and assessments/inspections of formed police units

Criminal Law and Judicial Advisory Service

- 16 visits (8 for justice and 8 for corrections) to 8 field operations to undertake reviews and assessments of the implementation of the rule-of-law elements of mission mandates
- 4 guidance materials and training tools for justice and corrections personnel, including mapping and assessment guidelines, lessons learned on prison security, and a handbook for judicial affairs officers
- 4 training courses, for 50 corrections officers and 50 judicial affairs officers, on corrections and justice components
- Inputs provided into 15 United Nations policies, procedures, training materials and reports on issues relating to the rule of law

Disarmament, Demobilization and Reintegration Section

- 1 module on the Integrated Disarmament, Demobilization and Reintegration Standards and 1 updated module on the Standards, in collaboration with other members of the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration
- Visits to 5 peacekeeping operations to provide technical support on or evaluate the implementation of disarmament, demobilization and reintegration programmes
- Joint inter-agency assessment mission to review the implementation of the Integrated Disarmament, Demobilization and Reintegration Standards in 1 field operation

Mine Action Service

- Visits to 7 peacekeeping operations to assess, advise on and assist with the implementation of mine action programmes

External factors

Security situations, cooperation of national authorities and geographical and climatic factors permit programme delivery; Member States, United Nations partners and other entities will provide the support, coordination and collaboration required to implement mission mandates through effective inter-agency processes; and national systems and mechanisms are in place to provide qualified, seconded police and corrections officers within the timelines set

(b) Human resources requirements

Category	*Approved support account posts 2010/11*	*Redeployment, reassignment, reclassification*	*General temporary assistance conversions*	*Additional new posts requested*	*Total proposed 2011/12*	*Change*
Professional and higher						
Under-Secretary-General	—	—	—	—	—	—
Assistant Secretary-General	—	—	—	—	—	—
D-2	—	—	—	—	—	—
D-1	2	1	—	—	3	1
P-5	10	4	—	—	14	4
P-4	45	19	—	—	64	19
P-3	26	18	—	—	44	18
P-2/P-1	—	—	—	—	—	—
Subtotal	83	42	—	—	125	42
General Service and other						
Principal level	—	—	—	—	—	—
Other level	17	3	—	—	20	3
Field Service	—	2	—	—	2	2
Subtotal	17	5	—	—	22	5
Total	100	47	—	—	147	47

(c) Financial resource requirements

(Thousands of United States dollars)

Category	*Expenditures (2009/10)* (1)	*Apportionment (2010/11)* (2)	*Cost estimates (2011/12)* (3)	*Variance* *Amount* (4)=(3)-(2)	*Variance* *Percentage* (5)=(4)+(2)
I. Post resources	15 464.5	17 066.2	24 585.7	7 519.5	44.1
II. Non-post resources					
General temporary assistance	101.9	306.7	532.6	225.9	73.7
Consultants	808.2	162.8	65.2	(97.6)	(60.0)
Official travel	1 142.0	1 071.5	1 174.7	103.2	9.6

Category	Expenditures (2009/10)	Apportionment (2010/11)	Cost estimates (2011/12)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Other supplies, services and equipment	—	31.2	32.2	1.0	3.2
Subtotal II	**2 052.1**	**1 572.2**	**1 804.7**	**232.5**	**14.8**
Total	**17 516.6**	**18 638.4**	**26 390.4**	**7 752.0**	**41.6**

(d) Justification of posts

Police Division

Redeployment of 41 posts for the standing police capacity (1 D-1 Chief, 3 P-5 Team Leader, 1 P-4 Special Assistant, 1 P-4 Community Policing Officer, 2 P-4 Public Order and Formed Police Unit Management Officer, 1 P-4 Legal Affairs Officer, 1 P-4 Public Information Officer, 1 P-4 Investigations Officer, 2 P-4 Training Officer, 1 P-4 Transactional Crime Officer, 4 P-4 Police Reform Officer, 1 P-4 Police Detention Officer, 1 P-4 Logistics Planning Officer, 1 P-4 Human Resources Management Officer, 1 P-3 Police and Criminal Intelligence Analyst Officer, 1 P-3 Community Policing Officer, 1 P-3 Public Order and Formed Police Unit Management Officer, 1 P-3 Legal Affairs Officer, 2 P-3 Policy Planning Officer, 1 P-3 Investigations Officer, 1 P-3 Transactional Crime Officer, 2 P-3 Police Reform Officer, 1 P-3 Logistics Planning Officer, 2 P-3 Information Technology Officer, 1 P-3 Gender Issues Officer, 1 P-3 Personnel Management Officer, 1 P-3 Budget and Fund Management Officer, 2 GS (OL) Administrative Assistant and 2 FS Administrative Assistant) from UNLB to the Police Division

Criminal Law and Judicial Advisory Service

Redeployment of 6 posts for the standing justice and corrections capacity (1 P-5 Team Leader (Chief of Unit), 1 P-4 Judicial Officer, 1 P-4 Corrections Officer, 1 P-3 Judicial Officer, 1 P-3 Corrections Officer and 1 GS (OL) Administrative Assistant) from UNLB to the Criminal Law and Judicial Advisory Service

145. This proposal relates to the presentation of resources in the budgets for UNLB and the support account for peacekeeping operations, and will not affect the physical locations or the related efficiencies of the work units identified. As noted in the relevant reports of the Advisory Committee on Administrative and Budgetary Questions (A/64/753 (para. 8), A/64/660 (para. 26) and A/64/660/Add.12 (para. 16)), the Committee was concerned at the fact that several functions that could be considered backstopping functions had been transferred from sections at Headquarters to UNLB and consequently moved from the support account for peacekeeping operations to the budget of UNLB, making it difficult for the Assembly to get a picture of the totality of resources dedicated to a particular function or business process that backstopped peacekeeping. The Committee requested the Secretary-General to consider presenting a consolidated resource request in order to clearly indicate the line of command, responsibility, accountability and transparency, which would make it possible to determine the overall resources (staffing and non-staffing) required for a specific support function. As the first phase of the process of addressing the concern of the Advisory Committee, it is proposed that the standing police capacity, the standing justice and

corrections capacity and the civilian predeployment training team, which are support functions located at UNLB (tenant units) backstopping the field reporting to DPKO at Headquarters, be redeployed to the support account for peacekeeping operations. The standing police capacity reports to the Police Division, and the standing justice and corrections capacity reports to the Criminal Law and Judicial Advisory Service, and both are located in Brindisi, Italy. The civilian predeployment training team reports to the Integrated Training Service of the Policy, Evaluation and Training Division, and is also located in Brindisi.

Police Division

Redeployment of 16 posts (1 P-5 Chief of Section, 6 P-4 Selection and Recruitment Officer, 7 P-3 Selection and Recruitment Officer and 2 GS (OL) Administrative Assistant) from the Mission Management and Support Section to the Selection and Recruitment Section, of the Police Division

146. There has been significant growth in the total number of police officers authorized to be deployed in field operations, from approximately 7,825 in 2002 to 17,617 today. The number of formed police unit deployments has increased from only 2 in 2000 to 64 today. Within the United Nations system, the Division is responsible for providing technical advice on and undertaking, in coordination with Member States, the planning and organization of the selection and recruitment of United Nations police, both professional and seconded, including members of formed police units, and their deployment to missions led by DPKO and DPA. In this regard, the Division undertakes selection assistance and predeployment visits to police-contributing countries.

147. Until 2010, the lack of dedicated resources and expertise in terms of managing police human resources processes had critically limited the ability of desk officers to carry out their core Headquarters tasks of supporting field missions by providing strategic guidance and advice while performing administrative functions such as selection, recruitment, rotation and repatriation.

148. Following an audit conducted by OIOS on the management of United Nations police, a comprehensive analysis of the Police Division noted that the Division had struggled to achieve timely, effective police selection and recruitment owing to a lack of resources and expertise in terms of police human resources management processes. Specifically, the Division had inadequate human and material resources to carry out necessary human resources management tasks, such as selection, deployment and the monitoring of recruitment against minimal predefined criteria. Therefore, a selection and recruitment capacity, including civilian and police human resources management experts, was established within the Police Division in 2009/10 and funded from the support account. This capacity is now responsible for selecting and recruiting candidates for United Nations police positions, and for deploying, rotating and repatriating existing police personnel, including those in formed police units. Its role as a quality-control capacity for international police officers requires that it apply predefined criteria in its assessment of candidates and ensure that Member States comply with those standards.

149. Accordingly, it is proposed that a Selection and Recruitment Section be established and that 16 posts be redeployed from the Mission Management and Support Section to the new Section.

Assessment of the Police Adviser

150. The General Assembly, in paragraph 12 of its resolution 64/271, requested the Secretary-General to include an assessment of the level of the post of Police Adviser in the context of his report on the support account for peacekeeping operations for the period from 1 July 2011 to 30 June 2012.

151. In the context of the restructuring of DPKO in 2007, the Secretary-General proposed the establishment of an Office of Rule of Law and Security Institutions, headed by an Assistant Secretary-General, to ensure a holistic, integrated approach to United Nations support for the rule of law and security institutions in field operations. In support of that approach, it was recommended that the police, judicial, corrections, disarmament, demobilization and reintegration, mine action and security sector reform structures and functions be brought together under the Office of Rule of Law and Security Institutions. As a reflection of the organizational structure prevailing in field missions and the corresponding level of Police Commissioners in the field (D-2/D-1), the D-2 level was deemed to be the appropriate level for the Police Adviser post. The establishment of the Office of Rule of Law and Security Institutions was approved under General Assembly resolution 61/279 of 1 August 2007.

152. Owing to the responsibilities of the Police Adviser and the role of the police in peacekeeping operations, the Police Adviser is and will remain a member of the senior management team in DPKO. As such, the Police Adviser has direct access to the Under-Secretary-General for Peacekeeping Operations, as required.

153. The experience of the past nearly four years underlines the validity of the approach of creating the Office of Rule of Law and Security Institutions. Thus, in view of the need to retain the coherence of all activities relating to the rule of law and security institutions, the Department would maintain the current arrangement under which the Police Adviser post is graded at the D-2 level and reports to the Assistant Secretary-General for Rule of Law and Security Institutions.

(e) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$24 585.7	$7 519.5	44.1%

154. The provision of $24,585,700 would cover salaries, common staff costs and staff assessment for the 147 continuing posts. The variance is attributable to the proposed redeployment of 47 posts from the budget of UNLB to the support account for peacekeeping operations and the continuation of additional posts approved for 2010/11, in respect of which the delayed recruitment factor of 65 per cent (Professional category) was applied, offset in part by lower standard salary costs.

	Cost estimates	*Variance*	
General temporary assistance	$532.6	$225.9	73.7%

155. The proposed requirements in the amount of $532,600 would cover the continuation of 2 general temporary assistance positions and the establishment of 1 new position, as described below.

Criminal Law and Judicial Advisory Service

Judicial Officer (Islamic Law) (1 P-4 position, continuation)

Corrections Officer (Force Generation) (1 P-3 position, continuation)

Judicial Officer (1 P-4 position, new)

156. The current staffing establishment of the Criminal Law and Judicial Advisory Service includes 13 continuing posts funded from the support account, as follows: 1 D-1, 1 P-5 Deputy Chief of Service, 1 P-5 Senior Policy Adviser, 3 P-4 Judicial Officer, 1 P-4 seconded Corrections Officer, 2 P-4 Corrections Policy Officer, 1 P-3 Corrections Policy Officer, 1 P-3 Judicial Officer and 2 General Service (Other level) Assistant. The workload of the Service is distributed among three teams — the policy cell (one Officer), the justice team (four Officers) and the corrections team (four Officers) — and 2 general temporary assistance positions (1 P-4 and 1 P-3).

157. Each Officer is assigned three or four missions. This structure separates desk officer functions from guidance and training development; however, notwithstanding this structural separation of functions, almost all of the Officers in the Service are required to support multiple missions and are responsible for the development of major guidance materials. The workload distribution leads to serious delays in the development of guidance materials and causes field components to receive insufficient attention and support. This has had a direct impact on the effectiveness and efficiency of peacekeeping operations. For example, while the Service is called upon to review the work of its mission components on an annual basis, its first visit to Darfur was carried out in December 2009. Similarly, the first visit to Kosovo by a member of the justice team, and the second visit by a member of the corrections team, were carried out in May 2009. Several other important guidance initiatives have been seriously delayed, sometimes for years.

158. During the 2008/09 budget period, while work on several current initiatives continued and work on several new ones commenced, no policy, guidance or training materials could be completed. During the 2010/11 period, it is anticipated that three or four products will be released, although after significant delay. Furthermore, a donor-funded project for the development of professional working tools, including a programme review of methodology and an operational policy to guide the work of the justice components of peace operations, has been delayed for several years owing to the lack of staff capacity. To address this problem, the Service has developed a small policy cell, staffed by one Judicial Officer, to expedite the production, review and dissemination of policy, guidance and training materials. The incumbent of the existing Officer post serves as a focal point for only one mission, freeing up the Officer's time to engage in guidance work. This has improved the ability of the Service to finalize guidance materials, including the working tools on justice policy referred to above. Nonetheless, this solution was only the first step in addressing the current demands.

159. The Corrections Team of the Service supports up to 275 Corrections Officers in 8 DPKO-led missions (MINUSTAH, MONUSCO, UNAMID, UNOCI, UNMIL, UNMIS, UNMIT and UNAMA). This figure includes up to an additional 100 seconded Corrections Officers authorized for Haiti in the context of the enhanced police strength following the earthquake on 12 January 2010. In addition to other support functions, the Corrections Team interacts with Member States that provide seconded Corrections Officers to peacekeeping operations (corrections contributing

countries); solicits offers of secondment; screens, interviews and selects the Officers proposed; and otherwise manages the selection and rotation of this category of seconded staff. The Justice Team supports 175 Judicial Officers in 9 DPKO-led missions (UNOCI, UNAMID, MONUSCO, MINUSTAH, UNMIK, UNMIL, UNMIS, UNMIT and UNAMA).

160. For approximately three years, UNMIL and MINUSTAH have been covered with resources funded from the regular budget or extrabudgetary resources. The January 2010 earthquake in Haiti severely damaged the infrastructure and capacity of the justice sector in that country. Since then, there has been substantial demand for MINUSTAH and the international community to support the Haitian authorities in rebuilding the justice sector. As part of that effort, a Judicial Officer has been leading the Haiti disaster recovery cell of the Criminal Law and Judicial Advisory Service. The cell has played a key role in formulating strategy papers for rule-of-law reform in Haiti, and by mobilizing considerable resources for the implementation of the strategies set out in them.

161. In this context, it is proposed that the general temporary assistance positions of Judicial Officer (Islamic Law) and Corrections Officer (Force Generation) at the P-4 and P-3 levels, respectively, be continued. Furthermore, it is proposed that a new general temporary assistance position of Judicial Officer at the P-4 level be established to provide sufficient support to MINUSTAH.

162. The variance is attributable to the proposed new position and the continuation of general temporary assistance positions newly approved for 2010/11, in respect of which delayed recruitment factors of 25 per cent (Professional category) and 12.5 per cent (General Service category) were applied, offset by lower standard salary costs.

	Cost estimates	*Variance*	
Consultants	$65.2	($97.6)	(60.0%)

163. The amount of $65,200 is proposed to engage expertise for two months, including $27,400 for travel, to continue to perform end-of-mission evaluation and impact assessments, in this case pursuant to General Assembly resolution 64/84, for the mine action programme in the Sudan/UNMIS, which is expected to be discontinued.

164. End-of-programme impact assessments provide information about the primary and tertiary socio-economic, development-related and humanitarian effects of mine action activities. This information is used in developing lessons learned to improve the implementation of future mine action operations across the sector, including in peacekeeping, development and humanitarian contexts, and in providing impact-focused reporting for the international donor community. Such reporting is now increasingly required by mine action donors as a key gauge of the success of supported activities and as a means to justify ongoing funding.

165. Consultancy travel is required for in-country engagements with key partners and stakeholders who have participated in, benefited from or provided support for the mine action activities being evaluated. Such engagement will require substantive direct consultations with a range of entities, which can be achieved only through deployment to the areas in which the activities in question are being carried out. These assessments are programme-specific, as opposed to the mission or thematic

evaluations conducted by the Policy, Evaluation and Training Division. Most of the information is compiled and analysed internally by existing staff. The involvement of consultants is required only in those areas where in-house expertise is not available.

166. The variance is attributable to the consultancy for the development of a strategy for undertaking critical early peacebuilding tasks, for which a provision was included in 2010/11.

	Cost estimates	*Variance*	
Official travel	$1 174.7	$103.2	9.6%

167. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessment/ consultation	570 400	14 visits to police-contributing countries to provide advice on the implementation of modularization for police generation in accordance with the global field support strategy and of the national selection mechanisms for the readiness, deployment and training of United Nations police officers, including members of formed police units 6 technical assessments of field operations to evaluate the implementation of security sector reform mandates and review programmes Visits to 10 peacekeeping operations to provide strategic and operational police advice and assistance 40 visits to police-contributing countries to conduct selection assistance tests for individually deployed United Nations police officers and assessments/inspections of formed police units 16 visits (8 for justice and 8 for corrections) to 8 field operations to undertake reviews and assessments of the implementation of rule-of-law elements of mission mandates 1 police component of a new or existing field operation supported by standing police capacity/start-up/surge capability 2 assessments of mine action components of new or reconfigured peacekeeping operations
Technical support	473 500	Visits to 5 peacekeeping operations to provide technical support for, or evaluate, the implementation of disarmament, demobilization and reintegration programmes Visits to 7 peacekeeping operations to assess, advise on and assist with the implementation of mine action programmes
Seminars/conferences/workshops	130 800	3 mission-specific recruitment outreach exercises for critical disarmament, demobilization and reintegration posts Development of the standing justice and corrections capacity to assist with the start-up of new field operations and the implementation of Security Council mandates
Total	1 174 700	

168. The amount of $570,400 is proposed for travel to undertake the following mission planning/assessment/consultation activities: the development, review and evaluation of the police concept of operations, operational plans and standard operating procedures, and the provision of strategic and technical advice and assistance to national police and law enforcement agencies to facilitate effective mandate implementation and the timely provision of required surge capabilities, and coordination with Member States aimed at the development and implementation of strategic initiatives in the field to improve the efficiency of field components ($209,300); consultations with police-contributing countries and regional organizations on strategic policy issues and cross-cutting police and law-enforcement-related matters in peacekeeping operations ($31,600); the review and evaluation of justice and prison support programmes and assistance with the further planning of those programmes, including meeting with national authorities, civil society groups, the United Nations country team and non-United Nations organizations, with a view to a full assessment of judicial and prison system facilities and infrastructures, as well as political consultations for coordination among partners on the rule of law ($118,600); briefings on the progress made in the establishment of the standing justice and corrections capacity ($27,000); consultations associated with the development by the Office of a strategy for the implementation of critical early peacebuilding tasks by peacekeepers ($97,600); the evaluation of disarmament, demobilization and reintegration programmes ($59,100); and assessment of, advice on and assistance with the implementation of mine action programmes ($27,200).

169. The amount of $473,500 is proposed for travel to undertake the following technical support activities: supporting police-contributing countries by providing advice on national selection mechanisms for the readiness, deployment and training of police officers, including members of formed police units, and conducting selection assistance tests for individual police officers and assessments/inspections of formed police units for deployment to peacekeeping operations ($348,700); assessing, advising on and assisting with the implementation of mine action programmes in 6 field operations ($22,600); providing technical support in the planning and/or implementation of security sector reform programmes/projects with a view to identifying specific requirements for further Headquarters support ($63,600); assisting in mission implementation or performing start-up functions ($11,600); and assisting with programme planning for disarmament, demobilization and reintegration in Darfur and post-Comprehensive Peace Agreement disarmament, demobilization and reintegration in the Sudan, providing technical advice and policy guidance on community violence reduction in Haiti, and participating in expert panels for disarmament, demobilization and reintegration recruitment ($27,000).

170. The amount of $130,800 is proposed for travel to participate in the following peacekeeping-related seminars/conferences/workshops: coordination meetings with World Bank officials to exchange lessons learned on disarmament, demobilization and reintegration and the annual meeting of the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration, which seeks to coordinate and harmonize the efforts of all United Nations actors on disarmament, demobilization and reintegration ($18,600); a workshop to be held by the Criminal Law and Judicial Advisory Service at Headquarters (to be attended by the standing justice and corrections capacity) and the conference of heads of justice and corrections components ($70,200); and the annual conference of heads of mine action components ($42,000).

171. The variance is attributable to the travel associated with the standing police and justice and corrections capacities proposed for redeployment from the budget of UNLB to the support account for peacekeeping operations, as recommended by the General Assembly.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$32.2	$1.0	3.2%

172. The proposed amount of $32,200 would cover the cost of campaign, recruitment and exposition materials and supplies related to the production of magazines, leaflets and posters.

6. Policy, Evaluation and Training Division

(a) Results-based-budgeting framework

173. The mandate of the Policy, Evaluation and Training Division was established by the General Assembly in its resolution 61/279 and was recently extended in its resolution 64/271. The functions of the Division are set out in the Secretary-General's bulletin on the organization of DPKO (ST/SGB/2010/1).

174. The Policy, Evaluation and Training Division is an integrated resource that provides an institutional strengthening capacity for peacekeeping through the formulation of peacekeeping policy and doctrine; the capture and sharing of best practices; the setting of training standards for peacekeeping personnel; the evaluation of programme performance towards mandate implementation; and strategic cooperation with various United Nations entities, external partners and other entities. The Division's key priorities include those set under the reform agenda of DPKO and DFS, in particular those issues outlined in the context of the New Horizon process and in the global field support strategy. The Division provides technical and operational support to Member States and field operations in the area of training; it also provides operational support in several thematic areas, including gender, HIV/AIDS, child protection and civil affairs, to field operations, including mission support elements in all missions or offices supported by DFS; to Member States; and to DPKO and DFS. The Division comprises the Office of the Director (which includes the evaluation and partnership teams), the Integrated Training Service and the Peacekeeping Best Practices Section.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	**1.1 Endorsement by the Special Committee on Peacekeeping Operations, and by the Security Council (in terms of thematic issues), of all recommendations of the Secretary-General on United Nations peacekeeping (2008/09: not available; 2009/10: 100 per cent; 2010/11: 100 per cent)**

Outputs

Office of the Director

- **3 visits to national capitals to advise on cross-cutting and emerging policy issues in the area of peacekeeping**
- **2 informal briefings to members of the Special Committee on Peacekeeping Operations, and 10 bilateral briefings to Member States, as requested, on peacekeeping partnerships and related issues such as integration arrangements**

Peacekeeping Best Practices Section

- **7 briefings to the substantive session of the Special Committee on Peacekeeping Operations, and 14 informal briefings to members of the Committee, on capability development, the protection of civilians, peacebuilding in peacekeeping operations, child protection, gender, civil affairs, HIV/AIDS and additional issues related to the New Horizon Initiative and subsequent initiatives**
- **Presentations at 6 international conferences with Member States and think tanks on the implementation of priority aspects of the New Horizon Initiative and on gender-related issues**
- **5 briefings to the Security Council on the protection of civilians, child protection, HIV/AIDS and gender**
- **5 workshops/briefings for technical experts from Member States and key policy development partners to develop guidance and policy on: capability development (1); future strategies for implementing Security Council resolution 1325 (2000) (1); command and control, in coordination with the Office of Military Affairs (1); key roles of civil affairs officers (1); and providing incentives to troop-contributing countries (1)**
- **Report of the Secretary-General on the implementation of the recommendations of the Special Committee on Peacekeeping Operations and briefings in response to all requests made by the Special Committee and the Fourth Committee**

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	**2.1 Formal commitment by the European Union to the standard planning and operational arrangements for the provision of support to peacekeeping operations**

Outputs

Office of the Director

- **Mechanism for standardized planning and operational arrangements with the European Union, including a standard operating procedure and a toolkit for joint planning**
- **Concept for a mechanism for integrated assessment and planning teams for rapid deployment and mission start-up**

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	**3.1 Training standards are available to all troop- and police-contributing countries and field operations (2009/10: 70 per cent; 2010/11: 80 per cent; 2011/12: 100 per cent)**
	3.2 100 per cent of new or revised official peacekeeping guidance documents are available to all peacekeeping staff in the field on the peace operations Intranet policy and practice database (2009/10: 100 per cent; 2010/11: 100 per cent; 2011/12: 100 per cent)
	3.3 100 per cent of missions with mandates relating to child protection and gender incorporate those perspectives into new and revised plans (2009/10: not available; 2010/11: not available; 2011/12: 100 per cent)

Outputs

Office of the Director

- **5 visits to peacekeeping operations, national/regional peacekeeping training institutions and the headquarters of organizations to advise on cross-cutting and emerging policy issues in peacekeeping**
- **10 briefings to international financial institutions, international and regional organizations and non-governmental organizations, as requested, on peacekeeping partnerships and related issues such as integration arrangements**
- **Agreement with UNDP on priority thematic and country areas and joint coordination arrangements in support of the 2008 memorandum of understanding between DPKO and UNDP**
- **6 formal consultations with 3 regional organizations/arrangements on emerging partnership issues related to peacekeeping**
- **1 guidance document for peacekeeping operations on strategic partnership arrangements/frameworks, including post-peacekeeping transitional arrangements**
- **6 evaluations, comprising 4 mission-focused and 2 thematic evaluations**

Peacekeeping Best Practices Section

- **6 policy discussion papers on emerging peacekeeping issues, including 3 on the global field support strategy**
- **11 cross-mission lessons-learned reports, including on the protection of civilians, peacekeeping and peacebuilding, the management of military rotations, capability development, the maintenance of morale and good conduct, safety and security, the resumption of police responsibilities, electoral assistance, inter-mission cooperation in mission support areas, integration and peacebuilding, and communication and public information**
- **6 additional communities of practice for field operations**
- **12 visits to field missions to provide technical advice on and assistance with the implementation of emerging policy and guidance**

- **5 annual workshops for Best Practices, Civil Affairs, HIV/AIDS, Gender and Child Protection Officers and focal points, for the purpose of knowledge-sharing and training**

- **Quarterly summary of key lessons learned and best practices collected through the knowledge management system for dissemination to senior management in field operations**

- **Strategic framework for the protection of civilians and 2 mission-specific strategies for the protection of civilians, in collaboration with 2 peacekeeping operations**

- **Child protection implementation plan for the implementation of Security Council resolutions on children and armed conflict, and inter-agency review of the training of peacekeeping personnel on child rights and child protection**

- **System for tracking and evaluation of the available gender resources and tools in the field of peacekeeping**

Integrated Training Service

- **3 train-the-trainers courses for 72 peacekeeping trainers from Member States, 6 training recognition visits, 2 mobile training visits, and training development in support of the predeployment training provided by Member States to military and police personnel for field operations**

- **Annual workshop and 1 train-the-trainers course for integrated mission training centre personnel in all field missions; 4 training activities, including evaluation, monitoring and delivery, to provide support and policy guidance on training to peacekeeping operations; and 24 predeployment courses for 400 civilian field personnel**

- **Peacekeeping-specific training courses on senior leadership, management and administration, including 2 senior mission leaders' courses, 2 senior leadership programme courses and 1 SMART course for 120 peacekeeping personnel**

External factors

Member States will provide the political support necessary for the implementation of Division activities

(b) Human resources requirements

Category	*Approved support account posts 2010/11*	*Redeployment, reassignment, reclassification*	*General temporary assistance conversions*	*Additional new posts requested*	*Total proposed 2011/12*	*Change*
Professional and higher						
Under-Secretary-General	—	—	—	—	—	—
Assistant Secretary-General	—	—	—	—	—	—
D-2	1	—	—	—	1	—
D-1	2	—	—	—	2	—
P-5	6	—	—	—	6	—
P-4	20	1	—	—	21	1
P-3	13	2	—	—	15	2
P-2/P-1	1	—	—	—	1	—
Subtotal	43	3	—	—	46	3

Category	*Approved support account posts 2010/11*	*Redeployment, reassignment, reclassification*	*General temporary assistance conversions*	*Additional new posts requested*	*Total proposed 2011/12*
General Service and other					
Principal level	—	—	—	—	—
Other level	**13**	**2**	—	—	**15**
Subtotal	**13**	**2**	—	—	**15**
Total	**56**	**5**	—	—	**61**

(c) Financial resource requirements

(Thousands of United States dollars)

Category	*Expenditures (2009/10)* *(1)*	*Apportionment (2010/11)* *(2)*	*Cost estimates (2011/12)* *(3)*	*Variance* *Amount* *(4)=(3)-(2)*
I. Post resources	**9 162.4**	**9 375.0**	**10 074.3**	**699.3**
II. Non-post resources				
General temporary assistance	**1 477.6**	**1 816.3**	**2 006.1**	**189.8**
Consultants	**1 168.5**	**534.1**	**576.0**	**41.9**
Official travel	**3 412.6**	**2 023.4**	**1 939.9**	**(83.5)**
Other supplies, services and equipment	**822.1**	**810.1**	**1 063.1**	**253.0**
Subtotal II	**6 850.8**	**5 183.9**	**5 585.1**	**401.2**
Total	**16 013.2**	**14 558.9**	**15 659.4**	**1 100.5**

(d) Justification of posts

Integrated Training Service

Redeployment of 5 posts (1 P-4 Training Officer (Team Leader), 2 P-3 Training Officer, 2 GS (OL) Training Assistant) from UNLB to the Integrated Training Service

175. This proposal relates to the presentation of resources in the budgets for UNLB and the support account for peacekeeping operations, and will not affect the physical locations or the related efficiencies of the work units identified. As noted in the relevant reports of the Advisory Committee on Administrative and Budgetary Questions (A/64/753 (para. 8), A/64/660 (para. 26) and A/64/660/Add.12 (para. 16)), the Committee was concerned at the fact that several functions that could be considered backstopping functions had been transferred from sections at Headquarters to UNLB and consequently moved from the support account for peacekeeping operations to the budget of UNLB, making it difficult for the Assembly to get a picture of the totality of resources dedicated to a particular function or business process that backstopped peacekeeping. The Committee requested the Secretary-General to consider presenting a consolidated resource request in order to clearly indicate the line of command, responsibility, accountability and transparency, which would make it possible to determine the overall resources

(staffing and non-staffing) required for a specific support function. As the first phase in the process of addressing the concern of the Advisory Committee, it is proposed that the standing police capacity, the standing justice and corrections capacity and the civilian predeployment training team, which are support functions located at UNLB (tenant units) backstopping field reporting to DPKO at Headquarters, be redeployed to the support account for peacekeeping operations. The civilian predeployment training team reports to the Integrated Training Service of the Policy, Evaluation and Training Division, and is located in Brindisi, Italy.

Change from Peacekeeping Best Practices Section to Policy and Best Practice Service

176. The Peacekeeping Best Practices Section is led by a Chief at the D-1 level and is a shared resource within DPKO and DFS that provides an institutional strengthening capacity for peacekeeping through the formulation of peacekeeping policy and doctrine and the capturing and sharing of best practices. The office provides operational support to field operations and contains seven teams, relating to the following substantive areas: policy and planning, guidance development, knowledge management, gender, child protection, civil affairs, and HIV/AIDS.

177. To better reflect the size and composition of this work unit, it is proposed that the office be moved to the Service level from the Section level, which would correspond with its D-1 leadership. In addition, given that the current title of the unit does not reflect the many cross-cutting policy guidance areas addressed and the general policy coordination role played (including with regard to the New Horizon Initiative), it is also proposed that the name of the office be changed to Policy and Best Practice Service.

(e) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$10 074.3	$699.3	7.5%

178. The provision of $10,074,300 would cover salaries, common staff costs and staff assessment for 61 continuing posts. The variance is attributable to the proposed redeployment of 5 posts from the budget of UNLB to the support account for peacekeeping operations and the continuation of additional posts approved for 2010/11, in respect of which delayed recruitment factors of 65 per cent (Professional category) and 50 per cent (General Service category) were applied, offset in part by lower standard costs.

	Cost estimates	*Variance*	
General temporary assistance	$2 006.1	$189.8	10.4%

179. The proposed requirements in the amount of $2,006,100 would cover the continuation of 10 general temporary assistance positions and the establishment of 1 new position, as described below.

Office of the Director/Partnerships Team

Senior Coordination Officer (1 P-5 position, continuation)

Coordination Officer (1 P-4 position, continuation)

Team Assistant (1 GS (OL) position, continuation)

180. The current staffing establishment of the Office of the Director comprises 7 continuing posts funded from the support account, including the Evaluations Section, 1 P-5, 1 P-4 and 1 General Service (Other level); the Partnerships Team, 1 P-4; and the front office, 1 D-2, 1 P-4, 1 General Service (Other level), and 3 general temporary assistance positions (1 P-5, 1 P-4 and 1 GS (OL)). In 2009 and early in 2010, the Policy, Evaluation and Training Division received a series of new mandates from the Security Council and other intergovernmental bodies for immediate implementation. The new mandates relate to, inter alia, women and peace and security (Council resolutions 1820 (2008), 1888 (2009) and 1889 (2009)), the protection of civilians (Council resolution 1894 (2009)), measures to strengthen peacekeeping operations (S/PRST/2009/24), child protection (Council resolution 1882 (2009)), post-conflict peacebuilding (S/PRST/2009/23) and cooperation with regional organizations (S/PRST/2010/1). In addition, DPKO and DFS began a comprehensive consultative process with Member States in 2009 to strengthen peacekeeping as a collaborative enterprise of DPKO, DFS, Member States, the United Nations system, and external partners and entities such as the international financial institutions and the regional organizations involved in peace and security.

181. Partnerships are essential for the implementation of peace and security mandates, as it is clear that DPKO and DFS alone cannot accomplish the enormous tasks that must be undertaken to secure and rebuild societies and countries ravaged by years of strife. Currently, with a very modest capacity (1 P-5 and 1 GS (OL) posts located in Brussels and 1 P-4 post and 3 general temporary assistance positions located at Headquarters), the Division, on behalf of DPKO and DFS, builds and maintains partnerships, both within and outside the United Nations, to lay the foundation for improved operational relationships in the field. These arrangements, formal and informal, allow for structured dialogue, more predictable relationships, information exchanges, the sharing of knowledge and good practices, improved cooperation and understanding of the structures, procedures, strengths and constraints of partners through lessons learned (e.g., the after-action review on the transition from the European Union military operation in the Republic of Chad and in the Central African Republic to MINURCAT), the development of guidance on joint planning and training (e.g., two events with the European Union and NATO training or "education days") and ongoing events (e.g., periodic videoconferences on the European Commission's Instrument for Stability and reviews of cooperation with partners).

182. Currently, the Team manages organizational coordination with a large number of entities, both international and external to the United Nations system. The internal collaborators include UNDP, UNHCR, UNICEF, the United Nations Entity for Gender Equality and the Empowerment of Women, and the World Food Programme; the external collaborators include entities such as the World Bank, the International Committee of the Red Cross and the International Organization for Migration. Partnerships with the European Union and the African Union and collaboration with other entities will continue to grow and deepen in the coming

years, and new entities (such as the Association of Southeast Asian Nations, the Collective Security Treaty Organization and UNITAR) will be added to the list. Maintaining these cooperation arrangements requires more than the formalization of a framework document: it requires continuous engagement so that agreements and arrangements can be translated into procedures and practices for operational cooperation. Examples of these include the United Nations-European Union steering committee, United Nations-NATO staff talks, the United Nations-World Bank country dialogue mechanism, and the United Nations-UNDP partnership programme.

183. Partnership work requires dedicated staffing at an appropriate level to ensure that new partnership arrangements can be concluded when necessary, and that commitments under various partnership arrangements are maintained, strengthened and reflect changing operational realities, emerging issues and new policy initiatives. A dedicated partnerships capacity headed by a P-5 staff member would ensure that coherence and consistency between DFS and DPKO on partnerships is maintained and strengthened through a Partnerships Team with long-term predictable leadership. Moreover, a dedicated team reduces transaction costs for the two departments by bringing together various activities and work programmes carried out with partners and other entities, ultimately fostering more predictable and effective engagement. It helps DPKO to drive the integration agenda through its chairmanship of the Integration Steering Group, for which the Partnerships Team acts as a secretariat. This dedicated capacity also serves as a principal point of contact for Member States and peacekeeping missions on a broad range of issues.

184. Accordingly, it is proposed that 3 general temporary assistance positions, of Senior Coordination Officer at the P-5 level, Coordination Officer at the P-4 level and Team Assistant at the GS (OL) level, be continued for the Partnerships Team.

Peacekeeping Best Practices Section — Protection Coordination Team

Child Protection Adviser (1 P-4 position, continuation)

Coordination Officer (1 P-4 position, new)

185. The current staffing establishment of the Peacekeeping Best Practices Section, led by a D-1 Team Leader, includes 18 continuing posts (1 D-1, 2 P-5, 7 P-4, 4 P-3, 1 P-2 and 3 General Service (Other level)) and 3 general temporary assistance positions (1 P-4 and 2 P-3), funded from the support account and providing support in three specialized areas, gender, civil affairs and HIV/AIDS, and in three service teams, on policy and planning, guidance development and knowledge management.

186. The protection of children in armed conflicts remains a priority issue for the Security Council, which has consistently mandated specific child protection activities in eight peacekeeping operations since 2001. There are some 90 child protection staff in nine peacekeeping missions. Currently, the incumbent of 1 general temporary assistance position backstops the entire field presence. In addition, the functions of that position include responsibility for providing policy advice and guidance on child protection issues to DPKO and DFS senior management at Headquarters and providing secretariat support to intergovernmental bodies, including, inter alia, the Security Council and its Working Group of the Whole on United Nations Peacekeeping Operations and the Special Committee on Peacekeeping Operations, for their thematic discussions on those issues.

187. In the field, the role of Child Protection Advisers is to assist heads of mission and mission components in mainstreaming child protection concerns into their overall strategies and activities and to ensure the implementation of the child protection dimension of peacekeeping mandates as specified in Security Council resolutions on children and armed conflict. Child Protection Advisers work in close collaboration with UNICEF and United Nations country teams at the field level and in close coordination with the Office of the Special Representative of the Secretary-General for Children and Armed Conflict at the Headquarters level (although the Office has no operational presence in the field and focuses on global advocacy regarding the subject) to ensure the mainstreaming of child protection concerns into peacekeeping. Field operations have a dedicated focus and expertise on child-related and peacekeeping issues not covered by either the Office of the Special Representative of the Secretary-General for Children and Armed Conflict or UNICEF.

188. Accordingly, it is proposed that 1 general temporary assistance position of Child Protection Adviser at the P-4 level be continued in order to ensure the integration of the protection, rights and well-being of children affected by armed conflict into all aspects of peacekeeping policies and programmes at the Headquarters level.

189. The work carried out by the Peacekeeping Best Practices Section on the protection of civilians is an outgrowth of the request, made by the Special Committee on Peacekeeping Operations in its report on its 2009 substantive session (A/63/19), that the Secretary-General "provide for its consideration detailed information, based on lessons learned, on the provision of resources, training and concepts of operations in existing peacekeeping missions regarding the mandate of protection of civilians". In the same report, the Committee further requested the Secretary-General to "submit proposals to improve the ability of existing peacekeeping missions to respond to situations adversely affecting civilians, including all the necessary logistical support and training required for troop-contributing countries". In its report on its 2010 substantive session (A/64/19), the Committee requested the Secretary-General to develop a strategic framework to guide senior mission leadership in the development of comprehensive strategies for the protection of civilians, to design training modules on the protection of civilians and to outline the resources and capabilities required for the implementation of mandates in this area. Security Council resolution 1894 (2009) contains similar requests, including requests for the development of comprehensive protection strategies within missions and for the conduct of predeployment training on civilian protection. It also calls for the development of operational guidance on this issue, including an operational concept. The protection of civilians is also a key priority of the New Horizon agenda, which has been discussed at length with Member States.

190. As a part of the efforts of DPKO and DFS to improve the protection of civilians in peacekeeping operations, and in response to requests by Member States in that regard, DPKO and the Office for the Coordination of Humanitarian Affairs commissioned an independent study and conducted a lessons learned exercise on the topic. Those initiatives resulted in a wide range of insights and recommendations for DPKO and DFS with respect to how to improve the way in which peacekeeping operations implement civilian protection mandates. One of the principal findings was that the Departments lacked a basic operational understanding of civilian protection in terms of peacekeeping. Given the importance of having a conceptual

foundation upon which DPKO and DFS and mission personnel could frame their understanding of the protection of civilians (and ultimately improve performance in this area), the Section, in consultation with key United Nations protection actors, developed an operational concept as a starting point. The operational concept was shared with Member States in the context of the Committee, was finalized following those consultations and was sent to field missions.

191. The Guidance Team in the Peacekeeping Best Practices Section, which has shepherded the civilian protection issue through its basic conceptual development, is not suited to take forward the coordination of the protection of civilians for the Departments, in particular given the significant operational, technical, and outreach dimensions of civilian protection that need to be addressed. While the Section generally, and the Guidance Team in particular, would be involved in any future development of guidance regarding this area, additional capacity for civilian protection coordination within DPKO and DFS is required in order to develop the tools necessary for the effective implementation of the task and to further advance the civilian protection dialogue among stakeholders.

192. As a result of the close scrutiny that DPKO, DFS and Member States have recently given to the implementation of civilian protection mandates, a much greater demand for Headquarters support for the missions has emerged. In particular, missions with civilian protection mandates are now developing comprehensive strategies on the issue, sometimes in concert with the United Nations agencies, funds and programmes in the mission area. This is a complex undertaking, involving many of the missions' components, and focused support from Headquarters is required.

193. In addition to supporting the efforts of missions in implementing their civilian protection mandates, there is a tremendous need to support development and coordination on the issue within Headquarters. In particular, coordination of the efforts of all components of DPKO and DFS that play a role in the protection of civilians is urgently required. First and foremost, there is a need to coordinate the work of civilian protection with the functions carried out in DPKO relating to child protection and sexual and gender-based violence. These are important elements of the Department's overall effort to protect civilians in the context of peacekeeping operations, and they need to be taken forward in a coherent manner. Coordination with other departments that contribute to the protection of civilians, including the Office for the Coordination of Humanitarian Affairs, OHCHR and DPA, is also required.

194. In addition to coordination, there is a requirement for substantive work on the protection of civilians. As DPKO and DFS continue to gather important lessons learned in this area, there will be an ongoing need to conceptualize and take forward the development of instructions for both Headquarters and mission staff on civilian protection. Another area requiring focused attention is the improvement of planning for missions with civilian protection mandates. It is evident that both predeployment and routine mission planning processes do not take sufficient account of the protection of civilians, and that that omission has had tremendous implications for the successful implementation of civilian protection mandates.

195. Providing adequate security to civilians in post-conflict situations is critical to the legitimacy and credibility of the United Nations peacekeeping operations and ultimately, to the Organization as a whole. In situations in which a peacekeeping

operation fails to protect civilians, both the local community and international opinion can rapidly turn against the mission, significantly diminishing its chances for successful mandate implementation; the impact on the mission goes beyond its protection-of-civilians function; the failure to establish a dedicated capacity to assist both Headquarters and the missions in the implementation of civilian protection mandates can also be measured in terms of human lives and security. Direct support for missions mandated to protect civilians will mean that they are better prepared to prevent concerns regarding civilian protection from growing to unmanageable proportions, and better prepared to intervene when threats to civilians manifest themselves.

196. The protection-of-civilians file is currently managed by the Guidance Team in the Peacekeeping Best Practices Section. There is one staff member (at the P-3 level) on the Guidance Team dedicated to civilian protection, with the Team Leader (P-4) currently spending roughly 50 to 60 per cent of his time on the file. However, the scope of the civilian protection workload goes beyond the Team Leader's mandated tasks, which are to provide supervision to the staff members on the Guidance Team, maintain the guidance system that serves both DPKO and DFS, contribute to the development of cross-cutting peacekeeping doctrine, and assist DPKO and DFS components in developing doctrine in their areas of expertise.

197. In this context, it is proposed that a new general temporary assistance position of Coordination Officer at the P-4 level be established, together with a Protection Coordination Team, which would also be staffed through the proposed continuation of a general temporary assistance position of Child Protection Adviser, currently part of the Guidance Team.

198. The increase in efficiency would be felt within missions taking forward civilian protection mandates, as well as at Headquarters, in particular during mission planning processes and where Headquarters support for those missions is concerned. Missions with civilian protection mandates would receive critical policy advice and support from Headquarters, based on lessons learned and good practices. To date, such support has been minimal, owing to the limited capacity at Headquarters. Specifically, these additional staff would also ensure that the eight missions with civilian protection mandates would receive adequate Headquarters support in, inter alia, developing their comprehensive civilian protection strategies, establishing of early warning and information-gathering mechanisms, and creating internal mechanisms for the coordination of civilian protection. This would minimize the ad hoc approaches that missions have been implementing and would ensure that efforts to protect civilians are addressed in a systematic manner based on lessons learned to date.

Peacekeeping Best Practices Section/Guidance Team

Coordination Officers (2 P-3 positions, continuation)

199. The Guidance Team consists of 1 Coordination Officer (P-4) and 1 Political Affairs Officer (P-3), funded from the support account, and develops and manages the operational guidance architecture for United Nations peacekeeping. The Team is responsible for managing the central system that supports the development, approval and dissemination of all guidance and doctrinal materials to all field operations, approximately 120,000 personnel in the field and 1,000 at Headquarters in DPKO and DFS, and to collaborating organizations. The Team is responsible for directly

producing between two and five major cross-cutting guidance documents per year (e.g., "United Nations peacekeeping operations: principles and guidelines", "Guidelines: mission start-up Field guide", "Policy: guidance development" and "Standard operating procedure: guidance development") and also supports the development of specialist guidance by functional areas in DPKO and DFS (21 guidance documents were planned in 2009/10) and, at a minimum, three to four guidance materials by collaborating entities (e.g., the Policy on Authority, Command and Control in United Nations Peacekeeping Operations, the Policy on Support for Certification of Police and other Law Enforcement Officials, and the Guidelines on Drafting Correspondence for DPKO Political Affairs Officers). In addition, as a precursor to formal guidance development on emerging peacekeeping challenges, the Team drafts concept notes, such as that on the operational concept for the protection of civilians in peacekeeping operations, for Member States' consideration and clearance to proceed with guidance development.

200. There is a tremendous need to continue the development of guidance materials — policies, procedures, guidelines and manuals — on a wide range of essential tasks and responsibilities of field operations (relating to, inter alia, security sector reform, the rule of law, law enforcement, field operations support, planning, mission integration and coordination). New topics are constantly being added to the existing basic framework as peacekeeping operations are mandated with added responsibilities in ever more challenging environments. During the 2011/12 period, the Guidance Team is expected to develop at least two high-level guidance documents on cross-cutting issues (potentially including the protection of civilians, a doctrine on management and integration, and guidance for major crisis response) and to provide technical and methodological support for the development of at least 20 others in specialized areas, for the direct benefit of United Nations peacekeeping.

201. The report of the Special Committee on Peacekeeping Operations on its 2010 substantive session (A/64/19) contains 13 requests for guidance development that have workload implications for the Section. Furthermore, thematic resolutions of the Secretary-General have called for improved operational guidance for United Nations peacekeeping. In particular, the Council, in paragraph 33 of its resolution 1894 (2009), requests the Secretary-General to develop guidance for United Nations peacekeeping operations on the reporting on the protection of civilians in armed conflict. Numerous audits and reports of, inter alia, OIOS, the Board of Auditors and the Joint Inspection Unit have also indicated the critical need for DPKO and DFS to strengthen their holdings of guidance materials, standard operating procedures and other procedures in order to strengthen the overall management framework of United Nations peacekeeping.

202. In the field, the demand for the delivery of guidance to personnel continues to grow. As an indicator of the high demand for operational guidance in the field, as of September 2010, 249,391 guidance and related documents had been downloaded by field personnel from the intranet of DPKO and DFS since its inception late in 2006. Putting the Guidance Team capacity on a more assured footing is particularly important now, given the Division's role as an integrated resource supporting both DPKO and DFS, field missions and Member States.

203. DPKO and DFS will be facing major guidance development requirements in the coming year. As requested by the Special Committee on Peacekeeping Operations, DPKO is to draft a strategic framework containing elements and

parameters for mission-specific strategies to guide senior mission leadership in formulating comprehensive protection strategies aligned with the missions' concepts of operations. This will be a highly consultative effort, involving a number of focused discussions with the eight peacekeeping operations currently mandated to protect civilians, as well as troop and police contributors and other stakeholders. Both of these requirements are critical to the way in which DPKO and DFS fundamentally go about peacekeeping, and will require significant staff support that cannot be provided without continued assistance for these two P-3 Officers.

204. Over the past three years, in an effort to fill the guidance gaps, DPKO and DFS offices have established policy drafting capacities in at least 20 thematic and functional areas. It is the responsibility of the Guidance Team to ensure that the guidance materials developed by all offices meet the quality standards set out in the DPKO/DFS policy on guidance development and that the formal guidance development process is followed and institutionalized throughout DPKO and DFS. This also involves monthly meetings of the DPKO and DFS policy focal points, a forum that allows for regular exchanges and consultations among all offices regarding the overall guidance system and priority guidance projects.

205. In this regard, it is proposed that the 2 general temporary assistance positions of Coordination Officer at the P-3 level be continued in order to provide support to the Guidance Team in developing departmental policies, standard operating procedures and critical guidance for a wide range of activities carried out by peacekeepers in all field operations and for the conduct of training workshops. In addition, the two staff members provide training for some 60 policy officers and other staff on the formal guidance development and promulgation process.

Integrated Training Service

SMART Training Officer (1 P-4 position, continuation)

SMART Training Officer (1 P-3 position, continuation)

Training Coordination Officers (2 P-4 positions, continuation)

206. The current staffing establishment of the Integrated Training Service includes 29 continuing posts — Office of the Chief (1 D-1 and 1 GS (OL)), Programme Management (1 P-4, 2 P-3 and 1 GS (OL)), Leadership Management and Communications Training (1 P-4, 1 P-3 and 2 GS (OL)), Member States Support (1 P-5, 4 P-4, 3 P-3 and 1 GS (OL)), Training Policy and Standards (1 P-4, 1 P-3 and 1 GS (OL)) and Field Training Support (1 P-5, 3 P-4, 2 P-3 and 1 GS (OL)) — and, 4 general temporary assistance positions (3 P-4 and 1 P-3), funded from the support account. The general temporary assistance positions are involved in the delivery of leadership training and support to DPKO and DFS in carrying out their responsibility for job-specific and technical training.

207. The Integrated Training Service supports Member States and peacekeeping missions in predeployment and induction/ongoing training, respectively; delivers predeployment training for all civilian peacekeepers taking up assignments in the field; and carries out the overall coordination of peacekeeping training requirements, standards, delivery and evaluation, including the management of the training budget of DPKO and DFS, funded from the support account for peacekeeping operations. In addition, the Service conducts integrated senior leadership training and provides DPKO and DFS with focal points to enable them to

carry out their responsibilities for job-specific and technical training in accordance with the required standard.

208. Under the DPKO/DFS policy on peacekeeping training for all United Nations personnel, the Service is mandated to support DPKO, DFS, DPKO-led operations, DFS operations and Member States in the training of civilian, military and police personnel; to set training standards, verifying that they are being met, and develop policies and related technical guidance; to develop and deliver training in cross-cutting areas (including integrated training for senior leaders); to provide technical guidance on peacekeeping training to departments and other clients; and to monitor training activities of DPKO, DFS and field operations and manage the training budget to ensure that standards and priorities are being met.

209. The Service provides support to Member States and field missions by working with Member States and colleagues across DPKO and DFS to develop training standards and verify their implementation by peacekeeping training centres worldwide as well as in peacekeeping missions. The group also participates in the provision of support to the African Union, backstops integrated mission training centres, and develops thematic training programmes for delivery in peacekeeping missions to address core capability requirements such as the protection of civilians, technical police skills, the duties of military staff officers at mission headquarters, and the conduct of scenario-based exercises.

210. The Integrated Training Service is committed to the overall management of peacekeeping training, ensuring that it is needs-based, efficient, effective, based on appropriate training methods and harmonized with the broader Secretariat learning development programme for civilian staff members.

211. Two of the 4 general temporary assistance positions, 1 P-4 and 1 P-3 Training Officers, and 1 P-4 continuing post, currently funded from the support account, design, deliver, upgrade, harmonize and evaluate three ongoing cross-cutting leadership programmes: the senior mission leaders' programme, a two-week course, conducted twice annually at a host Member State, for 26 candidates from Member States, the Secretariat, the United Nations agencies, programmes and funds); the senior leaders' programme, a compulsory orientation course for all mission personnel at the D-2 level and above, conducted twice annually in New York; and SMART, an intensive year-long programme involving distance learning and three week-long workshops for two groups of 40 candidates. This group of staff also assists the African Union in the design and delivery of its own senior mission leaders' programme, both at central level (two courses per year) and in the five African regions (two regions covered annually).

212. Accordingly, it is proposed that 2 general temporary assistance positions of Training Officer, at the P-4 and P-3 levels, be continued in order to sustain senior leadership training, which must be centrally conducted so as to ensure the consistent and up-to-date orientation of Special Representatives of the Secretary-General, Deputy Special Representatives, Force Commanders, Police Commissioners and other senior field management in the light of inherently high turnover rates and constantly evolving policy and other course content required.

213. Furthermore, it is proposed that 2 general temporary assistance positions of Training Coordination Officer at the P-4 level be continued in order to carry out the full cycle of training management (from needs identification to the design, delivery

and evaluation of a large inventory of specific courses, including their harmonization with Secretariat workforce management and learning development programmes) for all job-specific and technical courses within their area of responsibility.

214. The variance is attributable to the proposed new position and the continuation of 2 general temporary assistance positions newly approved for 2010/11, in respect of which the delayed recruitment factor of 25 per cent (Professional category) was applied, offset by lower standard salary costs.

	Cost estimates	*Variance*	
Consultants	$576.0	$41.9	7.8%

215. The consultancy requirements are set out below.

(United States dollars)

Expertise	*Person-months*	*Amount*	*Output reference*
Mission and thematic evaluations	5	166 800	6 evaluations, comprising 4 mission-focused and 2 thematic evaluations
Gap list impact assessment	1	16 200	6 policy discussion papers on emerging peacekeeping issues, including 3 on the global field support strategy
Training		393 000	3 train-the-trainers courses for 72 peacekeeping trainers from Member States, 6 training recognition visits, 2 mobile training visits and training development in support of the predeployment training provided by Member States to military and police personnel for field operations Annual workshop and 1 train-the-trainers course for integrated mission training centre personnel in all field missions; 4 training activities, including evaluation, monitoring and delivery, to provide support and policy guidance on training to peacekeeping operations; and 24 predeployment courses for 400 civilian field personnel Peacekeeping-specific training courses on senior leadership, management and administration, including 2 senior mission leaders' courses, 2 senior leaders' programme courses and 1 SMART course for 120 peacekeeping personnel
Total		576 000	

216. The amount of $166,800 is proposed to engage independent subject-matter experts over a period of five months to undertake a total of six peacekeeping mission and thematic evaluations, supported by existing staff members who will provide functional expertise in their respective areas. Thematic evaluations are in response to priority issues, identified by DPKO and DFS and/or raised by Member States through committees, that require attention or new initiatives that can benefit from the evaluation of their cross-cutting aspects. While the evaluations are internal,

the findings and conclusions are shared with Member States and relevant Secretariat departments (e.g., DPA, with regard to transitions; and the Department of Management, with regard to pending agreements on procurement proposals, incorporated into published reports and policy/guidance development. The OIOS Inspection and Evaluation Division is consulted and the agendas for evaluations are coordinated so as to ensure synergy and prevent duplication of efforts. In 2010/11, evaluations were funded from extrabudgetary resources; however, in previous periods they had been funded from the support account.

217. Examples of the subjects of previous evaluations include: (2008/09) integrated operational teams, UNMIS mission support, UNIFIL considerations for future maritime operations, MINURCAT mission support, integrated operational team follow-up, UNAMID; (2009/10) DFS cross-cutting capacities, integrated mission training centres, MINURCAT mission management, phase 1 of peacekeeping command and control, UNMIK police study, conduct and discipline; (2010/11) phases 2 and 3 of peacekeeping command and control, MINURSO.

218. The amount of $16,200 is proposed to engage a subject-matter expert for one month to assess the impact of gap lists in terms of military and civilian capacity planning and prioritization and expanding the base of contributing countries. The expert would examine ways to improve such lists and options for linking them to a clearing house mechanism that would support improved, better-targeted capacity-building and cooperation between contributing countries and donors. As part of the New Horizon effort, and in response to a concrete request by the Special Committee on Peacekeeping Operations, DPKO is exploring options for strengthening outreach to current and emerging contributors and seeking ways to expand the base of contributors in a more targeted way. Specifically, the Committee, in its report on its 2010 substantive session (A/64/19, para. 75), requested the Secretariat to "undertake forward-looking analyses of the willingness and readiness of countries to contribute to United Nations peacekeeping" and encouraged the Secretariat to "develop outreach strategies to build deeper contacts and longer-term relationships with current or potential contributing countries". One specific tool is the civilian and military capability gap lists developed by DPKO and DFS. The consultancy for the assessment of impact is new; however, the gap lists have been distributed on a regular basis to all Member States and partners.

219. The amount of $393,000 is proposed to engage subject-matter experts and specialist trainers to develop training products on substantive areas of peacekeeping operations and to conduct pilot training courses following the newly developed training curricula for DPKO ($262,000), DFS ($60,000) and the Integrated Training Service ($71,000), for example, leadership, management and administration (120 senior field personnel) and the generic topics of ethics, management, leadership, integrity awareness and supervision (200 field personnel). In addition, the provision would cover external consultants to function as facilitators at workshops and as resource persons for SMART.

	Cost estimates	*Variance*	
Official travel	$1 939.9	($83.5)	(4.1%)

220. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessment/consultation	**366 200**	**5 visits to peacekeeping operations, national/regional peacekeeping training institutions and the headquarters of organizations to advise on cross-cutting and emerging policy issues in peacekeeping** **10 briefings to international financial institutions, international and regional organizations and non-governmental organizations, as requested, on peacekeeping partnerships and related issues, such as integration arrangements** **6 evaluations, comprising 4 mission-focused and 2 thematic evaluations**
Technical support	**38 000**	**12 visits to field missions to provide technical advice and assistance with the implementation of emerging policy and guidance**
Seminars/conferences/workshops	**94 300**	**5 annual workshops for Best Practices, Civil Affairs, HIV/AIDS, Gender and Child Protection Officers and focal points, for the purpose of knowledge-sharing and training**
Training travel	**1 441 400**	**3 train-the-trainers courses for 72 peacekeeping trainers from Member States, 6 training recognition visits, 2 mobile training visits and training development in support of the predeployment training provided by Member States to military and police personnel for field operations** **Annual workshop and 1 train-the-trainers course for integrated mission training centre personnel in all field missions; 4 training activities, including evaluation, monitoring and delivery, to provide support and policy guidance on training to peacekeeping operations; and 24 predeployment courses for 400 civilian field personnel** **Peacekeeping-specific training courses on senior leadership, management and administration, including 2 senior mission leaders' courses, 2 senior leadership programme courses and 1 SMART course for 120 peacekeeping personnel**
Total	**1 939 900**	

221. The amount of $366,200 is proposed for travel to field operations to undertake the following mission planning/assessment/consultation activities: consultations with senior mission managers, agencies, funds and programmes and external entities on cross-cutting and emerging issues in peacekeeping, to advise the Under-Secretary-General on priorities, actions and challenges ($43,400); joint after-action review with the European Union on issues relating to interoperability between peacekeeping operations and European Security and Defence Policy crisis management operations ($18,900); the annual evaluation of peacekeeping activities undertaken in field operations jointly with DFS and, on occasion, DPA and the Department of Safety and Security, and the progress review of previously evaluated missions ($153,600); policy research, technical assessments and comprehensive

multimission assessments on the implementation of HIV/AIDS prevention policies, child protection, best practices and lessons learned on cooperation between civil affairs components and country teams and the New Horizon Initiative policy planning process as they relate to missions with more limited, traditional peacekeeping mandates, consultations with field operations to share policy information and to generate field-oriented priorities for lessons-learned work at Headquarters, a performance assessment on communities of practice implemented in field operations, and implementation of the mandate to mainstream gender perspectives into peacekeeping ($150,300).

222. The amount of $38,000 is proposed for travel to undertake the following technical support activities: design, modalities and implementation framework for support to be provided by Knowledge Management and Best Practices Officers to practitioners in the missions and at the Regional Service Centre at Entebbe, Uganda.

223. The amount of $94,300 is proposed for travel in connection with the following seminars/conferences/workshops: a European Union steering committee meeting and NATO staff talks, both to be held in Brussels; an "education day"; United States Army lessons-learned exercises to be held in Kansas and in Washington, D.C.; an annual meeting of the Global Clearinghouse for Peacekeeping Capacity-Building; an annual peacekeeping policy workshop; annual workshops with various peacekeeping think tanks and academic communities; and a workshop on child protection in peacekeeping, aimed at the conclusion of new strategic frameworks and agreements and the strengthening of existing operational and strategic relationships.

224. The amount of $1,441,400 is proposed for travel in connection with the following training programmes: Integrated Training Service workshops and training courses and the development of standardized training material ($1,082,200); DFS training ($107,100); DPKO training ($168,100); and a civilian predeployment training team course ($84,000), including the provision of assistance to Member States in the predeployment training of uniformed personnel deploying to United Nations peacekeeping operations. The training activities would include: train-the-trainers courses for uniformed personnel from Member States and regional organizations, senior leadership courses, courses for planners, a course for military and police advisers from permanent missions, support for regional and international peacekeeping training exercises organized by Member States, participation in peacekeeping training conferences organized by Member States and international organizations, lectures at peacekeeping training centres organized by Member States and international organizations, and training recognition processes to assess peacekeeping training courses conducted by Member States and international organizations. The planned activities would enhance mission readiness by improving staff skills in the areas of training, evaluation, mission exercise processes, mission management and leadership, codes of conduct and standards of behaviour. This would involve providing support for United Nations civilian predeployment training courses for civilian field personnel, training activities for integrated mission training centres, mission training evaluations, senior leadership induction programme courses and training support for mission start-ups.

225. The activities of the Integrated Training Service include the development and updating of United Nations standardized training modules and their distribution to Member States, field operations, regional organizations, United Nations partners and peacekeeping training organizations. These activities would include workshops to

develop training curricula in thematic areas relevant to peacekeeping, review workshops to update standardized training materials, pilot training courses on newly developed training materials, and the development of e-learning modules on issues relevant to peacekeeping and the management of the publication of peacekeeping training materials. Workshops are conducted in Member States and field operations to maximize input into and ownership of the training materials being developed. Subject-matter experts, relevant Headquarters staff and mission personnel must travel to these workshops/seminars in order to be able to contribute to and participate in the development process. Pilot courses are conducted again in field operations or in troop- and police-contributing countries.

	Cost estimates	*Variance*	
Other supplies, services and equipment	**$1 063.1**	**$253.0**	**31.2%**

226. The proposed amount of $1,063,100 would cover the cost of training materials and supplies related to the activities of the Integrated Training Service: workshops/training courses ($530,200), DFS training ($163,000), DPKO training ($141,900) and the translation (from English to French) and printing of 90 guidance and best practices documents, including policies, standard operating procedures, guidelines, manuals, after-action reviews, handover notes and peacekeeping practice notes (for example, the New Horizon update report and the knowledge management manual) ($228,000).

227. The variance is attributable to the translation and printing of guidance and best practices materials requested by Member States and the training materials associated with the redeployment of the Integrated Training Service staff from the budget of UNLB to the support account for peacekeeping operations, as recommended by the General Assembly.

B. Department of Field Support

(a) Human resources requirements

Category	*Approved support account posts 2010/11*	*Redeployment, reassignment, reclassification*	*General temporary assistance conversions*	*Additional new posts requested*	*Total proposed 2011/12*	*Change*
Professional and higher						
Under-Secretary-General	—	—	—	—	—	—
Assistant Secretary-General	—	—	—	—	—	—
D-2	3	—	—	—	3	—
D-1	8	—	—	—	8	—
P-5	37	—	—	—	37	—
P-4	89	(3)	—	—	86	(3
P-3	115	(2)	—	—	113	(2
P-2/P-1	6	(1)	—	—	5	(1
Subtotal	258	(6)	—	—	252	(6

Category	Approved support account posts 2010/11	Redeployment, reassignment, reclassification	General temporary assistance conversions	Additional new posts requested	Total proposed 2011/12	Change
General Service and other						
Principal level	21	—	—	—	21	—
Other level	156	(3)	—	—	153	(3)
Subtotal	177	(3)	—	—	174	(3)
Total	435	(9)	—	—	426	(9)

(b) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2009/10)	Apportionment (2010/11)[a]	Cost estimates (2011/12)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	60 787.6	65 286.3	62 257.8	(3 028.5)	(4.6)
II. Non-post resources					
General temporary assistance	3 185.0	3 944.0	3 826.5	(117.5)	(3.0)
Consultants	815.9	83.2	494.7	411.5	494.6
Official travel	3 035.7	2 863.6	2 325.6	(538.0)	(18.8)
Communications	—	486.0	573.0	87.5	18.0
Information technology	—	8 317.3	7 945.3	(372.0)	(4.5)
Other supplies, services and equipment	10.3	1 877.5	25.0	(1 852.5)	(98.7)
Subtotal II	7 046.9	17 571.6	15 190.1	(2 381.0)	(13.6)
Total	67 834.5	82 857.9	77 448.4	(5 409.5)	(6.5)

[a] Includes costs centrally administered by the Executive Office of DPKO and DFS.

1. Office of the Under-Secretary-General

(a) Results-based-budgeting framework

228. The mandate of the Office of the Under-Secretary-General for Field Support was established by the General Assembly in its resolution 61/279 and was recently extended in its resolution 64/269 on cross-cutting issues. The functions of the Office are set out in the Secretary-General's bulletin on the organization of DFS (ST/SGB/2010/2). In addition, the Assembly, in its resolution 64/269, approved the Secretary-General's global field support strategy. The strategy is a five-year plan aimed at improving support for field missions through enhanced effectiveness and efficiency of the support components in the areas of logistics, personnel, finance, budget and information and communications technology. The phased implementation of the strategy drives the overall strategic direction for the work of the Department.

229. As of January 2011, DFS was supporting 14 active peacekeeping operations (including UNTSO and UNMOGIP, which are funded from the biennial programme budget); the African Union forces in Somalia, through support for AMISOM; 14 field-based special political missions, funded from the biennial programme budget; and 3 liquidating missions. The Director of UNLB reports to the Office of the Under-Secretary-General at Headquarters, and certain support functions at UNLB are part of the Department's overall programme of work contributing to indicators of achievement and outputs.

230. The Office of the Under-Secretary-General undertakes a broad spectrum of activities to assist the Under-Secretary-General in providing strategic guidance for and management and oversight of the support components of field operations, including in the areas of personnel, budget, finance, conduct and discipline, logistics and information and communications technology. The Office also supports the Under-Secretary-General and the Assistant Secretary-General in leading the development or adjustment of organizational support strategies, policies, procedures, rules and regulations to meet specific field requirements. The Office of the Under-Secretary-General is also responsible for improving dialogue with Member States and troop- and police-contributing countries with a view to regular briefings on support aspects, as a strategic enabler that has an impact on the implementation of Security Council mandates.

231. Furthermore, the Office supports the Under-Secretary-General in working closely with Secretariat departments to ensure that field requirements are reflected in the development and roll-out of Secretariat-wide initiatives, such as Umoja, Inspira and IPSAS. Both Umoja and IPSAS are priority initiatives for the Secretariat, and both will reach a critical phase during the reporting period, with significant implications for field missions.

232. The Office of the Under-Secretary-General comprises the immediate offices of the Under-Secretary-General and the Assistant Secretary-General, as well as the Senior Leadership Appointments Section, the Conduct and Discipline Unit, the Audit Response and Boards of Inquiry Team, and the Field Procurement and Liaison Team. The Office of the Under-Secretary-General for Field Support including the Programme Implementation Coordination Team, dedicated to the global field support strategy and reporting directly to the Under-Secretary-General, and an authorized capacity dedicated to the integrated operational teams in the Office of Operations of DPKO. The DFS personnel provide first-line support backstopping for active peacekeeping operations and planning/support for support for AMISOM. The Assistant Secretary-General supports the Under-Secretary-General in overseeing the activities of the Field Budget and Finance, Field Personnel, Information and Communications Technology and Logistics Divisions of DFS and on operational matters. The Office of the Under-Secretary-General provides strategic direction; develops policy and procedures, and approves and monitors the utilization of resources under his or her delegated authority.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	**1.1 Positive comments by the legislative bodies and the General Assembly on the Department's work and the phased implementation of the global field support strategy (2009/10: not available; 2010/11: not available; 2011/12: not available)**
	1.2 Endorsement by the General Assembly of recommendations of the Secretary-General on measures to reform support for United Nations peacekeeping (2009/10: not available; 2010/11: 100 per cent; 2011-2012: 100 per cent)
	1.3 Conduct and discipline is addressed in all reports of the Secretary-General to the Security Council on peacekeeping operations, as appropriate (2008/09: 100 per cent; 2009/10: 100 per cent; 2010/11: 100 per cent)

Outputs

Front office of the Under-Secretary-General

- **41 briefings to/meetings with the General Assembly, legislative bodies and regional organizations on field support issues, including the progress made on the global field support strategy**
- **10 presentations on peacekeeping and field support issues at conferences and seminars and in other public forums**
- **8 visits to major financial contributors, key troop- and police-contributing countries and other Member States to discuss and advise on field support issues**
- **Annual progress report, including recommendations, to the General Assembly on progress made in the implementation of the new support model for service delivery to the field**

Audit Response and Boards of Inquiry Section

- **41 consolidated responses to reports of the United Nations oversight bodies, and 18 consolidated reports on the status of implementation of 1,248 recommendations of the oversight bodies, prepared and submitted to those bodies, including the Board of Auditors**
- **1 annual statistical analysis report on all types of board of inquiry cases occurring in the field, for all field operations**

Conduct and Discipline Unit

- **10 briefings to Member States, non-governmental organizations and mission leadership on the implementation of the comprehensive strategy to eliminate sexual exploitation and abuse and other types of misconduct in field operations**
- **Co-organization, with UNDP and the Office for the Coordination of Humanitarian Affairs, of 2 principal-level meetings of the Inter-agency Task Force on Protection from Sexual Exploitation and Abuse, to provide strategic guidance on activities to address the issue, including implementation of the victim assistance strategy**

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	**2.1 Comprehensive support package for AMISOM in place within Security Council-mandated timelines for African Union deployments (2009/10: not available; 2010/11: 100 per cent; 2011/12: 100 per cent)**

Outputs

Front office of the Under-Secretary-General

- **12 briefings to permanent missions on preparations for support for AMISOM in accordance with agreed levels of support**
- **Policies on the use of the standardized budget model by any new or start-up mission mandated by the Security Council, pending approval by the General Assembly**

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	**3.1 All allegations of serious misconduct are recorded by all peacekeeping operations in the misconduct tracking system within 7 days of receipt (2009/10: not available; 2010/11: 7 days; 2011/12: 7 days)**
	3.2 Action taken on reports from boards of inquiry on incidents resulting in death and disability, within 120 days of receipt (2009/10: not available; 2010/11: not available; 2011/12: 120 days)

Outputs

Front office of the Under-Secretary-General

- **10 visits to field operations to review progress and provide direction to mission leadership on field support issues related to mission mandate implementation**
- **24 biannual consultations with heads of mission on support components, to assess key support issues related to mandate implementation**
- **10 visits to field missions to support the implementation of the global field support strategy**
- **48 quarterly consultations with Chiefs/Directors of Mission Support to review and assess key support components in order to review operational issues related to mandate implementation**

Senior Leadership Appointments Section

- **3 outreach visits to Member States, professional, governmental and non-governmental organizations and agencies, funds and programmes, to expand the candidate pool for senior mission appointments and meet organizational objectives relating to gender and geographical distribution**

Conduct and Discipline Unit

- **Visits to conduct and discipline teams in 3 field operations to provide technical assistance and advice on the implementation of the United Nations three-pronged strategy for addressing sexual exploitation and abuse and other forms of misconduct**

- Investigative reports substantiating approximately 350 misconduct allegations, as received from OIOS and other investigation entities in 12 peacekeeping operations, are processed to permit disciplinary action by relevant internal or external authorities (United Nations management and Member States)
- 250 category I allegations and 700 category II allegations in 12 peacekeeping operations and UNLB are recorded and tracked in the misconduct tracking system
- Daily average of 10 selected candidates cleared of prior findings of alleged misconduct, for assignment to peacekeeping missions

Audit Response and Boards of Inquiry Section

- 12 assessment reviews of the internal control frameworks of all field operations, based on the main findings and recommendations contained in 100 reports of the oversight bodies, including the Board of Auditors, the Joint Inspection Unit and OIOS
- 1 workshop for 12 audit focal points from 12 peacekeeping operations, on the audit process, ways to improve the quality of responses to audit findings and recommendations, and how to provide effective follow-up to audit recommendations
- 8 visits to field operations to conduct a review of their internal control frameworks, based on high-risk areas identified in reports of oversight bodies
- 6 visits to field operations to provide support on board of inquiry matters and raise the awareness of mission senior management on board of inquiry procedures

Field Procurement and Liaison Team

- Revised delegations of procurement authority to all Directors and Chiefs of Mission Support, facilitating the issuance of further delegations in the missions
- 3 field assistance visits to field operations to review the exercise of the delegation of procurement authority and field procurement procedures, including recommendations and proposals to address deficiencies and streamline operations
- 2 standard operating procedures to assist missions with the consistent and effective exercise of the delegation of procurement authority

External factors

Member States will continue to provide the political support and resources necessary for the fulfilment of the DFS mandate and mission mandates

(b) Human resources requirements

Category	*Approved support account posts 2010/11*	*Redeployment, reassignment, reclassification*	*General temporary assistance conversions*	*Additional new posts requested*	*Total proposed 2011/12*	*Change*
Professional and higher						
Under-Secretary-General	—	—	—	—	—	—
Assistant Secretary-General	—	—	—	—	—	—
D-2	—	—	—	—	—	—
D-1	1	—	—	—	1	—
P-5	16	—	—	—	16	—
P-4	13	2	—	—	15	2
P-3	8	1	—	—	9	1
P-2/P-1	1	—	—	—	1	—
Subtotal	39	3	—	—	42	3
General Service and other						
Principal level	1	—	—	—	1	—
Other level	15	1	—	—	16	1
Subtotal	16	1	—	—	17	1
Total	55	4	—	—	59	4

(c) Financial resource requirements

(Thousands of United States dollars)

Category	*Expenditures (2009/10)*	*Apportionment (2010/11)*	*Cost estimates (2011/12)*	*Variance*	
				Amount	*Percentage*
	(1)	*(2)*	*(3)*	*(4)=(3)–(2)*	*(5)=(4)÷(2)*
I. Post resources	8 469.8	9 271.2	9 836.5	565.3	6.1
II. Non-post resources					
General temporary assistance	—	678.9	805.7	126.8	18.7
Official travel	599.7	397.6	415.9	18.3	4.6
Subtotal II	599.7	1 076.5	1 221.6	145.1	13.5
Total	9 069.5	10 347.7	11 058.1	710.4	6.9

(d) Justification of posts

Programme Implementation Coordination Team (global field support strategy)

233. The current staffing establishment of the front office of the Under-Secretary-General currently includes 10 continuing posts (1 P-5, 3 P-4 and 6 GS (OL)) and 4 general temporary assistance positions (1 D-1, 1 P-5, 1 P-4, 1 GS (OL)), funded from the support account.

234. Of the staffing authorized for the current period, 1 general temporary assistance position of Team Leader (D-1), and 1 P-5, 2 P-4, 1 P-3 and 1 GS (OL) continuing posts (temporarily redeployed within DFS), are dedicated to the Programme Implementation Coordination Team. The remaining posts are dedicated to the regular activities of the front office of the Under-Secretary-General, including records management.

235. The Programme Implementation Coordination Team is responsible for ensuring the timely and comprehensive implementation of the global field support strategy for the United Nations, which is designed to expedite and improve support for peacekeeping; expedite and improve support for peacebuilding, electoral assistance, mediation support and conflict prevention; improve the safety and living conditions of staff; strengthen resource stewardship and accountability while achieving greater efficiencies and economies of scale; contribute to local and regional investment and capacity; and reduce the in-country environmental impact of field operations.

236. The specific elements of the strategy include: the establishment of a global and a regional service centre in line with the new global service delivery model; the establishment of modules to facilitate rapid deployment, in particular in start-up or surge operations; the realization of an increase in pre-mandate commitment authority, together with the notion of pre-approved budget models and improved resourcing for special political missions; and personnel management improvements to achieve better staff forecasting, succession planning and readily deployable capabilities. Member States were informed about the strategy by the Secretary-General in his report on the subject (A/64/633).

237. The global field support strategy is focused on providing an implementation change management system that enables senior leadership to have frequent and repetitive exposure to achievements, issues and failures, and to decide on corrective actions in a timely manner. The Programme Implementation Coordination Team is therefore required to manage and coordinate the programme of work associated with the strategy. The Team would monitor and report on the implementation of the strategy on the basis of a set of management indicators. It would be responsible for recommending corrective action to the Under-Secretary-General for Field Support and the strategy steering committee. The Team would support the related accountability and management frameworks to allow for comprehensive and detailed reporting to Member States on a regular basis. The Team's role would be to ensure the successful implementation of the strategy.

238. The associated workload is currently undertaken by the Programme Implementation Coordination Team approved for the 2010/11 period, and through the temporary redeployment of 2 continuing posts within the existing resources of the Field Budget and Finance Division and the Information and Communications Technology Division of DFS. However, as certain new functions have evolved, a reassignment of the functions of 2 existing posts from the Field Personnel Division and Logistics Support Division of the Department is required, in addition to the current Team capacity. Existing resources within the Office are fully engaged with current activities and cannot support the additional workload. Non-approval of the redeployment and reassignment of posts within the Department would have a direct impact on the successful implementation of the global field support strategy.

Redeployment of 1 post (1 P-3 Finance and Budget Officer) from the Memorandum of Understanding and Claims Management Section of the Field Budget and Finance Division to the Programme Implementation Coordination Team

239. Reporting to the Senior Programme Officer, the Finance and Budget Officer would be responsible for: supporting the integrated resources framework that represents one of the four pillars of the global field support strategy; assisting with the modification of mission financing arrangements so as to expedite the timely deployment of material and human resources to missions; analysing budgetary implications of the strategy; monitoring mission budgets and the support account for peacekeeping operations to ensure alignment of the transfer of posts and non-post resources between Headquarters, peacekeeping missions, the Regional Service Centre at Entebbe and the Global Service Centre at UNLB; providing substantive support to relevant intergovernmental, expert and legislative bodies in their budgetary review; and assisting in securing the approval of the General Assembly.

Redeployment of 1 post (1 GS (OL) Administrative Assistant) from the Logistics and Administration Unit of the Information and Communications Technology Division to the Programme Implementation Coordination Team

240. The Administrative Assistant would provide administrative support to the Team, including by drafting meeting minutes; filing and archiving records with historical information; maintaining a dedicated web-based repository of documents; drafting, editing and clearing correspondence on behalf of the Team; scheduling and organizing meetings, conferences and videoconferences; and other administrative duties, as required.

Reassignment of 1 post (1 P-4 Human Resources Officer) from the Field Personnel Operations Service of the Field Personnel Division to the Programme Implementation Coordination Team (1 P-4 Programme Officer)

241. Reporting to the Team Leader, the Programme Officer would be responsible for the development, implementation and evaluation of a quality assurance and performance management/governance framework, including measurements to assess the impact of the strategy on programme delivery during its implementation; the development of surveys for key stakeholders; the development, implementation and evaluation of a risk management framework for the implementation of the strategy within the Secretariat-wide risk management framework; the analysis of a change impact plan with a view to adjusting implementation plans; the monitoring and analysis of the progress made by the units involved in the implementation, including the Divisions of DFS, the Department of Management, the Regional Service Centre at Entebbe, the Global Service Centre at UNLB, DPKO, DPA and field operations.

Reassignment of 1 post (1 P-4 Engineer) from the Engineering Section of the Logistics Support Division to the Programme Implementation Coordination Team (1 P-4 Programme Officer)

242. Under the supervision of the Team Leader, the Programme Officer would be responsible for the development and implementation of an internal and external communications plan to support the implementation of the global field support strategy, targeting all system-wide stakeholders and audiences, including all staff employed in the field and the Secretariat; and facilitating the complex change

management process through an internal and external communications campaign, consultation and information-sharing. More specifically, this includes disseminating departmental messages and guidance from DFS leadership to both field operations and the broader United Nations family through the appropriate channels (including iSeek, Intranet and communities of practice); conducting a research survey to determine target audiences and key messages; devising evaluation mechanisms (e.g., online surveys and focus groups) for all internal communication activities with a view to assessing the impact of the strategy; and coordinating and implementing public information campaigns designed to highlight and document the objectives and progress of strategy implementation to external audiences, as required.

(e) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$9 836.5	$565.3	6.1%

243. The provision of $9,836,500 would cover salaries, common staff costs and staff assessment for 59 continuing posts. The variance is attributable to the proposed redeployment and reassignment of 4 continuing posts from within the Department, and the continuation of additional posts approved for 2010/11, in respect of which the delayed recruitment factor of 65 per cent (Professional category) was applied, offset by lower standard salary costs.

	Cost estimates	*Variance*	
General temporary assistance	$805.7	$126.8	18.7%

244. The proposed requirements in the amount of $805,700 would cover the continuation of 4 general temporary assistance positions, as described below.

Support for the African Union Mission in Somalia Headquarters Support Team

Senior Support Officer (1 P-5 position, continuation)

Support Officer (1 P-4 position, continuation)

Administrative Assistant (1 GS (OL) position, continuation)

245. The current staffing establishment of the front office of the Under-Secretary-General includes 10 continuing posts (1 P-5, 3 P-4 and 6 GS (OL)) and 4 general temporary assistance positions (1 D-1, 1 P-5, 1 P-4, 1 GS (OL)), funded from the support account. Of the staffing authorization for 2010/11, the P-5, P-4 and General Service (Other level) posts are dedicated to the support for AMISOM Headquarters Support Team.

246. The Secretary-General's strategy on Somalia is being implemented through the efforts of DFS, through support for AMISOM; DPA, through UNPOS; and DPKO, through the African Union Peacekeeping Support Team and Somalia Coordination and Planning Team of the Office of Operations. These three departments (DPA, DFS and DPKO) work very closely together to ensure that the Secretary-General's strategy is implemented in an integrated fashion. This requires close follow-up and coordination at the Headquarters level with DPKO and DPA to ensure alignment and consistent messaging with external parties on the overall approach to Somalia. It

also requires close communication with the regional organization of the African Union, whose mission is AMISOM.

247. The United Nations presence on the ground to date, support for AMISOM, is modest, owing to security conditions in which support elements and military and police elements are operating side by side in the field, and is outside the standard United Nations field support framework. Moreover, support for AMISOM is located in a security level 5 environment, which is an additional complication in successfully implementing all the support required on the ground. This creates a need to ensure the applicability of existing policies and regulations that have been developed for traditional peacekeeping missions to such an operation, and to ensure that proper procedures are being followed in overseeing the implementation of the required support. The Headquarters Support Team is therefore critical for ensuring that relevant recommendations at the policy and strategic levels are submitted in a timely manner to DFS senior management and that they are properly coordinated with the relevant oversight, financial and regulatory bodies through a sustained process of analysis and communication at the Headquarters level.

248. The Headquarters Support Team would maintain liaison with the Somalia Coordination Planning Team of the Office of Operations, led by DPKO; the Integrated Task Force on Somalia, chaired by DPA; and working groups on piracy, among other issues, which directly affect support for AMISOM at the policy and strategic levels and would ensure proper alignment across the various bodies responsible for implementing the overall mandate for Somalia. The Team would assist senior management in coordinating all aspects relating to external actors with a direct influence on the success of support for AMISOM and coordinate with donors contributing funding to the United Nations Trust Fund for AMISOM (in coordination with DPA and DPKO), coordinate bilateral support provided to troop-contributing countries in support of AMISOM deployments, and maintain liaison with the African Union and other regional bodies, such as the European Union and the League of Arab States, as and when required.

249. The Team is a mission-specific resource capability whose primary focus is on assisting support for AMISOM and senior management with strategic planning, policy guidance and implementation relating to all aspects of the mandate of support for AMISOM. In the light of the dynamic situation in Somalia, the increased troop strength authorized for AMISOM and the ongoing discussions on a possible peacekeeping mission, it is proposed that 3 general temporary assistance positions, of Senior Support Officer (P-5), Planning Officer (P-4) and Team Assistant (General Service (Other level)), be continued.

250. The Senior Support Officer would provide recommendations on policy and technical matters to senior leadership and determine the Headquarters level of support required for support for AMISOM in the light of the evolving strategy for Somalia and the evolving support concept, based on the challenges and limitations that the mission will continue to face as it implements its mandate. He or she would oversee, plan and manage work assigned to team members and ensure that management is well informed of the progress of mandate implementation and the challenges and risks involved, and would ensure that critical issues are addressed and strategic guidance provided in a timely and effective manner. The Planning Officer would continue to address all operational requirements of the mission while maintaining liaison with relevant departments to ensure that necessary support arrangements are in place, and would follow up on mandate implementation at the

operational level, including, inter alia, budgetary, technical, logistical and administrative issues, and would ensure the timely flow and alignment of information between the mission and Headquarters at the working level within DFS and across other departments. The Planning Officer would also be involved in the planning of all support arrangements required by the mission.

Programme Implementation Coordination Team (global field support strategy)

Team Leader (1 D-1 position, continuation)

251. The global field support strategy provides an implementation change management system that allows senior leadership to be systematically exposed to achievements, issues and failures and to decide on corrective actions in a timely manner. To this effect, the Programme Implementation Coordination Team, headed by a Team Leader (general temporary assistance position at the D-1 level), currently manages and coordinates the programme of work associated with the strategy.

252. The Team coordinates efforts among various divisions, including DPKO and DPA, as well as the Department of Management's Offices of Human Resources Management, of Programme Planning, Budget and Accounts and of Central Support Services, among others. The Team is responsible for monitoring and reporting on the implementation of the strategy based on a set of management indicators and for ensuring the successful implementation of the strategy. It is also responsible for recommending corrective action to the Under-Secretary-General for Field Support and the Strategy Steering Committee. The Team supports the related accountability and management frameworks to enable comprehensive and detailed reporting to Member States on a regular basis. The Team Leader provides senior management with the necessary oversight and coordination required for the timely and comprehensive implementation of the strategy over its five-year implementation horizon, ensuring that related activities are contributing to the strategic objectives.

253. In the critical first year of the global field support strategy, the necessary groundwork was done to implement the strategy and the Secretariat reported to the General Assembly, at its sixty-fifth session, on progress made as mandated by the Special Committee for Peacekeeping Operations. The groundwork entailed close cooperation with troop- and police-contributing countries and, as requested by the Special Committee, informal bimonthly briefings provided by the Secretariat starting in July 2010 on the proposed strategy in all its operational aspects. This work of high-level coordination with Member States, as well as other work done in parallel, leads and drives the implementation of the global field support strategy, requiring leadership at the D-1 level. Since the Assembly approved the strategy from 1 July 2010, the Team has developed and implemented various mechanisms: a governance model to ensure continued senior-level guidance and involvement; a measurement model that allows the tracking of implementation both by senior leadership and by Member States through benchmarking; and an organizational change management plan to involve all levels of DFS staff. As the experience of the first year of the strategy's implementation has indicated, the position of Team Leader continues to be required at the D-1 level to further coordinate and analyse needs and developments and effect change across the full range of DFS support activities, managing the governance structure of the strategy on behalf of the Under-Secretary-General for Field Support in close coordination with the Secretariat. Experience over the past year has shown that the implementation of the strategy is challenging in that it entails a profound change management process by which

service delivery is transferred to field missions; that transfer needs to be carefully coordinated and implemented with all stakeholders in a transparent way. In this context, it is proposed that a general temporary assistance position for the Team Leader (D-1) of the Programme Implementation Coordination Team be continued to steer the process of implementing the strategy.

254. The variance is attributable to the continuation of general temporary assistance positions newly approved for 2010/11 in respect of which delayed recruitment factors of 25 per cent (Professional category) and 12.5 per cent (General Service category) were applied, offset by lower standard salary costs.

	Cost estimates	*Variance*	
Official travel	**$415.9**	**$18.3**	**4.6%**

255. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessment/ consultation	**103 900**	**8 visits to major financial contributors, key troop- and police-contributing countries and other Member States to discuss and advise on field support issues** **10 visits to field operations to review progress and provide direction to mission leadership on field support issues related to mission mandate implementation**
Technical support	**253 600**	**10 visits to field missions to support implementation of the global field support strategy** **3 outreach visits to Member States, professional, governmental and non-governmental organizations and the agencies, funds and programmes to expand the candidate pool for senior mission appointments and meet organizational objectives of gender and geographical distribution** **Visits to conduct and discipline teams in 3 field operations to provide technical assistance and advice on the implementation of the United Nations three-pronged strategy to address sexual exploitation and abuse and other forms of misconduct** **8 visits to field operations to conduct a review of their internal control frameworks, based on high-risk areas identified in reports of oversight bodies** **6 visits to field operations to provide support on Board of Inquiry matters and raise the awareness of mission senior management on the Board's procedures** **3 field assistance visits to field operations to review the exercise of the delegations of procurement authority and field procurement procedures, including recommendations and proposals to address deficiencies and streamline operations**
Seminars/conferences/ workshops	**58 400**	**10 presentations on peacekeeping and field support issues at 6 conferences, seminars and other public forums**
Total	**415 900**	

256. An amount of $103,900 is proposed for travel of the Under-Secretary-General and the Assistant Secretary-General for mission planning/assessment/consultation with missions, major financial contributors, key troop- and police-contributing countries, regional organizations and Member States to review and assess field support.

257. The amount of $253,600 is proposed for travel to undertake the following technical support activities: to provide technical and policy advice to conduct and discipline teams in the field ($51,800); to guide missions in implementing measures to improve internal control systems and reduce repeated audit findings in six peacekeeping missions and to review Board of Inquiry procedures and specific cases in seven peacekeeping missions, including the inspection of documentation and review of internal controls that cannot be performed remotely ($140,800); to provide guidance and advice on procurement and to review missions' delegation of procurement authority and field procurement procedures to address deficiencies and streamline operations, including participation in joint procurement assistance visits with the Procurement Division ($31,500); and to coordinate outreach activities that will broaden the pool of suitable candidates, including outreach dedicated to attracting qualified senior leaders ($29,500).

258. An amount of $58,400 is proposed for travel of the Under-Secretary-General and the Assistant Secretary-General to represent the United Nations at peacekeeping-related seminars, conferences and workshops held by NATO, the European Union, the United Nations Staff College and peacekeeping training and policy institutes.

259. The variance is attributable to the anticipated increase in the workload of the Board of Inquiry Team, in providing mission personnel with guidance on Board of Inquiry procedures, including with regard to the implementation of recommendations of the Board, the review of cases in the mission's pipeline and ways of proceeding with those cases.

2. Field Budget and Finance Division

(a) Results-based-budgeting framework

260. The mandate of the Field Budget and Finance Division was established by the General Assembly in its resolution 61/279 and recently extended in its resolution 64/271. The functions of the Division are set out in ST/SGB/2010/2. In addition, in its resolution 64/269, on cross-cutting issues, the Assembly approved the key elements of the global field support strategy to improve the operational effectiveness of field missions, including the financial framework.

261. The Division consists of three entities: the Office of the Director, the Budget and Performance Reporting Service and the Memorandum of Understanding and Claims Management Section. The Division will focus on coordinating guidance and policy with regard to budgetary and financial issues and processes; perform targeted analyses of major resourcing requirements and developments for field operations; develop and implement programmes and other initiatives to strengthen the financial capacity of field operations and to address emerging changes in practices and requirements; and provide support to legislative bodies considering financial matters and to Member States contributing troops and police contingents. In addition, the priorities of the Division will include the implementation of the global field support

strategy, the introduction of IPSAS and an enterprise resource planning system. These initiatives will mark a fundamental change in the way resources in field operations are managed and reported.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	**1.1 Decrease in the average processing time (from the receipt of a mission-certified claim to its approval by the Department) for contingent-owned equipment claims (2009/10: 6 months; 2010/11: 3 months; 2011/12: 3 months)**

Outputs

- **Contingent-owned equipment reimbursement and death and disability compensation claims processed for 12 field operations**
- **Advice to all field operations and permanent missions to the United Nations of troop- and police-contributing countries on contingent-owned equipment reimbursement and death and disability compensation matters**
- **Negotiations completed for 19 memorandums of understanding and 433 amendments to existing memorandums with respect to the reimbursement of contingent-owned equipment**
- **19 briefings to permanent missions and/or delegations of Member States on the reimbursement of contingent-owned equipment**
- **13 briefings to prospective and deployed troop- and police-contributing countries on the reimbursement of contingent-owned equipment and memorandums of understanding, and on policies and procedures related to the reimbursement of contingent-owned equipment in support of existing operations**
- **Development of a gender budgeting pilot in the budgets of 2 peacekeeping operations in collaboration with the Policy, Evaluation and Training Division of DPKO**
- **3 briefings with supporting documentation to Member States in the consideration of the global field support strategy, including direct consultations and the provision of supporting analysis**

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	**2.1 Decrease in the number of days to submit budget proposals to Member States for new and expanding missions (after adoption of a related Security Council resolution) (2009/10: not available; 2010/11: not available; 2011/12: 90 days)**

Outputs

- **Provision of resource plans and cost estimates for the implementation of new or expanding peacekeeping operations mandated by the Security Council**
- **Design of guidelines for the application of the standardized funding model to support financing arrangements for new or expanding peacekeeping operations (subject to the approval of the model by the General Assembly at its resumed sixty-fifth session**

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	**3.1 Increase in the percentage of field operations identifying overall efficiencies equivalent to 1 per cent of budgeted resources (2009/10: not available; 2010/11: 100 per cent; 2011/12: 100 per cent)**

Outputs

- **Cross-cutting and regulatory guidelines for all field operations on the formulation of budget proposals and performance reports, maintenance and preparation of financial accounts and management of available resources**
- **Benchmarks established for major resourcing elements and a cross-portfolio analysis framework to improve cost-effectiveness in field resourcing**
- **10 field assistance visits to provide on-site support, including for the preparation of mission budget submissions, the assessment of resource requirements and the implementation of significant financial administration initiatives**
- **Provision of guidance to all peacekeeping operations for the implementation of IPSAS and Umoja**
- **Training of 85 financial professionals from 12 peacekeeping operations on field financial systems and business processes**
- **Financial accounts, follow-up on outstanding payments and financial disputes and compliance with outstanding administrative requirements for 3 liquidating field operations as part of the administration of their residual financial affairs**

External factors

Peacekeeping stakeholders will cooperate to ensure the timely completion and implementation of memorandums of understanding on the provision of troops and contingent-owned equipment

(b) Human resources requirements

Category	*Approved support account posts 2010/11*	*Redeployment, reassignment, reclassification*	*General temporary assistance conversions*	*Additional new posts requested*	*Total proposed 2011/12*	*Change*
Professional and higher						
Under-Secretary-General	—	—	—	—	—	—
Assistant Secretary-General	—	—	—	—	—	—
D-2	1	—	—	—	1	—
D-1	1	—	—	—	1	—
P-5	3	—	—	—	3	—
P-4	15	—	—	—	15	—
P-3	23	(2)	—	—	21	(2)
P-2/P-1	2	—	—	—	2	—
Subtotal	45	(2)	—	—	43	(2)

Category	*Approved support account posts 2010/11*	*Redeployment, reassignment, reclassification*	*General temporary assistance conversions*	*Additional new posts requested*	*Total proposed 2011/12*	*Change*
General Service and other						
Principal level	4	—	—	—	4	—
Other level	28	—	—	—	28	—
Subtotal	**32**	—	—	—	**32**	—
Total	**77**	**(2)**	—	—	**75**	**(2)**

(c) Financial resource requirements

(Thousands of United States dollars)

Category	*Expenditures (2009/10)*	*Apportionment (2010/11)*	*Cost estimates (2011/12)*	*Variance*	
				Amount	*Percentage*
	(1)	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	8 921.9	11 267.4	10 610.7	(656.7)	(5.8)
II. Non-post resources					
General temporary assistance	127.3	—	—	—	—
Official travel	323.9	816.3	284.1	(532.2)	(65.2)
Other supplies, services and equipment	—	1 549.1	—	(1 549.1)	(100.0)
Subtotal II	**451.2**	**2 365.4**	**284.1**	**(2 081.3)**	**(88.0)**
Total	**9 373.1**	**13 632.8**	**10 894.8**	**(2 738.0)**	**(20.1)**

(d) Justification of posts

262. For 2011/12, the Field Budget and Finance Division will continue to consist of the Office of the Director, the Budget and Performance Reporting Service and the Memorandum of Understanding and Claims Management Section. In order to carry out its expanded programme of work, the Division proposes to reorganize its resources as follows.

Field Finance Procedures Management Unit

Redeployment of 5 posts (1 P-4 Administrative Management Officer, 2 P-3 Administrative Officers, 1 GS (OL) Finance Assistant, 1 GS (OL) Team Assistant) from the Field Finance Procedures Management Unit to the Office of the Director

Redeployment of 2 posts (1 P-4 Finance Officer, 1 GS (OL) Finance Assistant) from the Field Finance Procedures Management Unit to the Budget and Performance Reporting Service

263. The current staffing establishment of the Field Finance Procedures Management Unit of the Field Budget and Finance Division comprises 7 continuing posts (2 P-4, 2 P-3, 3 GS (OL)) funded from the support account. The Unit was established to support the work of the Division, including with regard to cross-cutting issues in finance and management.

264. In order to strengthen the Front Office in terms of support to the Director, to the services and sections of the Division (including for project management), and to the general administration of staff, it is proposed that the Field Finance Procedures Management Unit be discontinued and 5 existing posts be redeployed to the Front Office of the Director. It is also proposed that 2 existing posts be redeployed to the Budget and Performance Reporting Service in order to strengthen the Division's capacity for budget development and performance analysis.

Field System Support Unit

265. The current staffing establishment of the Field System Support Unit of the Field Budget and Finance Division comprises 6 continuing posts (1 P-4, 2 P-3, 1 P-2, 2 GS (OL)) funded from the support account. The Unit provides technical software and process support for the general ledger and payroll applications, which are key field finance information technology systems for all field operations supported by DFS. Under current arrangements, first-level support to these systems is provided by focal points within the finance function of each mission, with added support from information and communications technology personnel. Issues that cannot be resolved at the mission level by these focal points or that require coordinated attention are then escalated to the Field Budget and Finance Division. The Unit also provides first-level support to Headquarters-based users in the Division and to the Accounts Division of the Office of Programme Planning, Budget and Accounts, but the primary focus remains on field-based users and their requirements.

266. This field-centric and global support function provides critical software system support to staff working on finance in the field missions. The incumbent is responsible for: action to address systematic procedures and appropriately configure the technical aspects of financial information technology systems; management of the monthly backup of data received from missions through UNLB on the server accessible at Headquarters; provision of training to field- and Headquarters-based users; periodical update and publication of basic and advanced manuals for users and administrators; provision of guidelines and other related documentation affected by substantive financial issues and decisions; management and coordination of licensing, including yearly maintenance payments contracts with respective vendors; support for the installation of financial information technology systems in new field missions and offices; participation as a subject-matter expert, where needed, in discussions about field process issues affecting field finance systems.

Redeployment of 5 posts (1 P-4 Chief, 1 P-3 Systems Analyst, 1 P-2 Associate Programme Analyst, 1 GS (OL) Computer Information Systems Assistant, 1 GS (OL) Information Management Assistant) from the Field System Support Unit to the Budget and Performance Reporting Service

267. It is proposed that the Field System Support Unit be discontinued and that the remaining posts be redeployed from the Unit to the Capacity Development Section in the Budget Performance and Reporting Service. Although the information technology functions of staff in those posts would remain unchanged, the focus would be on providing support to initiatives such as IPSAS and enterprise resource planning. The added resources would also provide for a more integrated approach to supporting capacity development across field operations in terms of training and of supporting systems and business processes.

Redeployment of 1 post (1 P-3 Programmer Analyst) from the Field System Support Unit to the Office of the Chief of the Communications and Information Technology Services at the United Nations Logistics Base

268. In line with the phased establishment of the global field support strategy, technical support for field financial technology systems such as for the general ledger and payroll processes, currently located in the Field System Support Unit, at Headquarters, would be managed by the global service centre at UNLB, with a direct reporting line to UNLB. Accordingly, it is proposed that 1 Programmer Analyst (P-3) be redeployed to the Office of the Chief of the Communications and Information Technology Services at UNLB. The redeployment of the post would allow greater efficiency and effectiveness in the provision of support to field missions. Consequently, the post and associated non-post resources have been reflected in the UNLB budget.

Budget and Performance Reporting Service

269. The current staffing establishment of the Budget and Performance Reporting Service of the Field Budget and Finance Division comprises 40 continuing posts (1 D-1, 2 P-5, 8 P-4, 10 P-3, 1 P-2, 2 GS (PL), 16 GS (OL)) funded from the support account and organized in three sections: the Africa Section; the Asia and Middle Eastern Territories and Europe and Latin America Section; and the Special Political Mission Section. While the sections will continue to support the field funding process, it is proposed that a new organization be adopted, one that is not governed by geographical location or funding source and legislative models. According to the proposal, the Service would consist of a policy guidance and coordination section; a strategic resourcing section; and a capacity development section. All sections would continue to provide support to field operations but each section would also strengthen its focus on priorities within its key areas. Under the proposed structure, and given the redeployments proposed above and the existing posts, the Service would comprise 47 posts (an additional 7 posts, redeployed within existing resources), which would be distributed as follows.

270. The policy guidance and coordination section, which would consist of 12 continuing posts (1 P-5, 2 P-4, 3 P-3, 1 GS (PL) and 5 GS (OL)), would coordinate the Division's support to the legislative and oversight process. In addition, it would ensure the development and application of budgetary and financial requirements and initiatives that cut across the portfolio of field operations with a focus on identifying portfolio-wide budgetary priorities and efficiencies. Another priority would be the development and implementation of a funding arrangement for the regional service centre at UNLB in the context of the global field support strategy.

271. The strategic resourcing section, which would consist of 14 continuing posts (4 P-4, 3 P-3, 1 P-2, 1 GS (PL), 5 GS (OL)), would perform detailed analytical reviews, on a cyclical basis, of the resourcing of each peacekeeping mission and establish and examine benchmarks, efficiencies and the alignment of resourcing with operational priorities. This section would aim to provide key leadership for and input to strategic projects to improve support to field operations, including through the development of a standard funding model for new and expanding operations as part of the implementation of the global field support strategy.

272. The capacity development section would consist of 19 continuing posts (1 P-5, 4 P-4, 5 P-3, 1 P-2, 8 GS (OL)). The vacancy rate for field finance and budget

positions remains high (30 per cent for Professional-level finance posts and 43 per cent for Professional-level budget posts as of October 2010). Focus areas would include support to the field recruitment process, including with extensive rostering exercises. This section would support the development and expansion of dedicated budgetary and financial training to ensure that existing field-based financial professionals are as prepared as they can be to embrace emerging practices. This section would also support the analysis of field operational practices in the implementation of Umoja and IPSAS.

Memorandum of Understanding and Claims Management Section

Redeployment of 1 post (1 P-3 Finance and Budget Officer) from the Memorandum of Understanding and Claims Management Section to the Programme Implementation Coordination Team in the Office of the Under-Secretary-General for Field Support

273. As presented in the section under the Office of the Under-Secretary-General for the Department of Field Support, it is proposed that 1 continuing post of Finance and Budget Officer (P-3) be redeployed from the Memorandum of Understanding and Claims Management Section to the Programme Implementation Coordination Team in the Office of the Under-Secretary-General to support the implementation of the global field support strategy.

(e) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	**$10 610.7**	**($656.7)**	**(5.8%)**

274. The amount of $10,610,700 would cover the salaries, common staff costs and staff assessments for the 75 continuing posts. The variance is attributable to the proposed redeployment of 2 continuing posts, of which 1 to the Office of the Under-Secretary-General of the Department of Field Support and 1 to UNLB, and to lower standard salary costs.

	Cost estimates	*Variance*	
Official travel	**$284.1**	**($532.2)**	**(65.2%)**

275. An amount of $284,100 is proposed for travel to undertake the following technical support activities: improve finance and budget processes in field operations ($141,000); train troop- and police-contributing countries at a regional level on contingent-owned equipment reimbursement policies and procedures and other related issues ($30,400); brief field-based finance and budget officers in changes to finance and budget processes made as a result of new policies, procedures and systems, including IPSAS and enterprise resource planning ($29,700); and make predeployment visits to troop- and police-contributing countries in preparation for deployment to peacekeeping missions ($83,000).

276. The variance is attributable to resource requirements for the travel of 48 representatives of Member States in connection with the Working Group on Contingent-Owned Equipment meetings held in New York in January and February 2011, for which a provision was not made in the proposal for 2011/12.

	Cost estimates	Variance	
Other supplies, services and equipment	—	($1 549.1)	(100%)

277. The variance is attributable to resource requirements for services rendered in connection with the meetings held by the Working Group on Contingent-Owned Equipment in January and February 2011, for which a provision was not made in the proposal for 2011/12.

3. Field Personnel Division

(a) Results-based-budgeting framework

278. The mandate of the Field Personnel Division was established by the General Assembly in its resolution 61/279 and recently extended in its resolution 64/271. The functions of the Division are set out in ST/SGB/2010/2. In addition, in its resolution 64/269, on cross-cutting issues, the Assembly approved the key elements of the global field support strategy to improve the operational effectiveness of field missions, including the human resources framework.

279. The Division, whose mission is to enable peacekeeping operations to fulfil their mandates by designing, recruiting, developing and maintaining a high-quality civilian workforce, is comprised of two services: the Field Personnel Operations Service and the Field Personnel Specialist Support Service. The Field Personnel Operations Service provides operational support in the functional areas of travel, selection and administration (including with regard to bringing personnel onboard) to all field operations within the limits of some delegated human resources management authority. The Field Personnel Specialist Support Service provides strategic services in the areas of policy implementation guidance, organizational design and classification, self-monitoring, information management, outreach, roster maintenance and succession planning. The Division's priorities for the 2011/12 period are to continue to implement the new talent management framework in the field and to assist in the implementation of the global field support strategy. In this connection, the Division will continue to build rosters of candidates available for immediate selection by field missions, address gaps in capacity for the deployment of personnel to the field, deliver human resources services to field missions and field staff, strengthen succession management and augment the capacity of human resources practitioners in the field.

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Missions meet the projected incumbency rates set in the context of approved mission plans and budgets for field operations in a start-up, expansion or transition phase, through the use of established rosters of pre-endorsed candidates (2009/10: not available; 2010/11: not available; 2011/12: not available)

Outputs

- 528 rosters in 24 occupational groups with an estimated 3,500 candidates pre-endorsed by the field central review bodies and available for immediate selection against mission vacancies

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Stable field operations maintain or exceed an incumbency rate of 85 per cent within the constraints of the missions' human resources management scorecard, through the use of established rosters of pre-endorsed candidates (2009/10: 20 per cent; 2010/11: 80 per cent; 2011/12: 85 per cent)

Outputs

- Expert panel meetings to interview 4,500 applicants and the placement of 3,000 qualified candidates pre-approved by the field central review bodies on occupational group rosters
- Direct personnel administrative support (including recruitment, travel and administration of contracts, salaries, allowances, benefits, claims and entitlements) for 49 IMIS functionalities to all field operations and for 79 functionalities for operations without delegated human resources management authority for 7,900 international staff and travel for 2,300 military observers and 13,000 police personnel
- Review of 29 business processes related to the administration of benefits and entitlements and development of a transition plan for human resources business integration as part of the global field support strategy business process integration initiative
- Provision of support to 2,000 field personnel on career guidance, career planning, mobility and career-related queries, through e-mail and the career development website
- Implementation of the career framework comprising career path models for pilot occupational groups accessible to staff in all field operations, at Headquarters and in the field
- 5 outreach presentations and recruitment forums in Member State host countries; representation of field operations at 2 industry-specific job fairs; and 3 desk-based outreach initiatives for field operations
- Business intelligence tools for strategic planning, including measures for the staffing pillar of talent management (recruitment, selection and bringing personnel onboard) and workforce planning
- Roll-out of a comprehensive e-learning training and certification programme in conjunction with an accredited institution and certification of 25 per cent of human resources management practitioners
- Roll-out of the Inspira e-staffing module for non-staff personnel, the e-performance module for managing the performance of all field staff and the e-learning module for learning management for all field personnel
- Review of the organizational design, staffing structure, function, grade levels, category and volume of staff at all field operations

External factors

The demand for human resources services by clients will not exceed projected expectations and sufficient resources are available to implement priorities

(b) Human resources requirements

Category	Approved support account posts 2010/11	Redeployment, reassignment, reclassification	General temporary assistance conversions	Additional new posts requested	Total proposed 2011/12	Change
Professional and higher						
Under-Secretary-General	—	—	—	—	—	—
Assistant Secretary-General	—	—	—	—	—	—
D-2	1	—	—	—	1	—
D-1	2	—	—	—	2	—
P-5	7	—	—	—	7	—
P-4	12	(1)	—	—	11	(1)
P-3	23	—	—	—	23	—
P-2/P-1	2	—	—	—	2	—
Subtotal	**47**	**(1)**	**—**	**—**	**46**	**(1)**
General Service and other						
Principal level	8	—	—	—	8	—
Other level	61	(2)	—	—	59	(2)
Subtotal	**69**	**(2)**	**—**	**—**	**67**	**(2)**
Total	**116**	**(3)**	**—**	**—**	**113**	**(3)**

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2009/10)	Apportionment (2010/11)	Cost estimates (2011/12)	Variance Amount	Variance Percentage
	(1)	(2)	(3)	(4)=(3)–(2)	(5)=(4)÷(2)
I. Post resources	15 261.4	15 383.2	14 554.3	(828.9)	(5.4)
II. Non-post resources					
General temporary assistance	2 475.8	2 610.4	2 522.8	(87.6)	(3.4)
Consultants	297.7	20.0	226.1	206.1	1 030.5
Official travel	659.4	371.2	374.2	3.0	0.8
Other supplies, services and equipment	10.3	300.0	25.0	(275.0)	(91.7)
Subtotal II	**3 443.2**	**3 301.6**	**3 148.1**	**(153.5)**	**(4.6)**
Total	**18 704.6**	**18 684.8**	**17 702.4**	**(982.4)**	**(5.3)**

(d) Justification of posts

Field Personnel Operations Service

Redeployment of 2 posts (2 GS (OL) Human Resources Assistants) from the Field Personnel Operations Service to the Field Central Review Board at the United Nations Logistics Base

280. The current staffing establishment of the Entitlements and Travel Section of the Field Personnel Operations Service includes 10 continuing posts (1 P-5, 1 P-4, 1 P-3, 1 GS (PL), 6 GS (OL)) funded from the support account. As envisaged in the global field support strategy, the processing of education grants which is currently done by the Field Personnel Operations Service of the Field Personnel Division at Headquarters, would be managed by the global service centre at UNLB, with a direct reporting line to UNLB. Accordingly, it is proposed that 2 posts of Human Resources Assistants be redeployed to the Field Central Review Board at UNLB. Such redeployment would allow better delivery of services, closer to the missions; in turn, that would increase the effectiveness and efficiency with which clients' demands are responded to, as foreseen in the global field support strategy. The posts and associated non-post resources have been reflected in the UNLB budget.

281. As presented in the section under the Office of the Under-Secretary-General for the Department of Field Support, it is proposed that 1 continuing post of Human Resources Officer (P-4) be reassigned from the Field Personnel Operations Service to the Programme Implementation Coordination Team in the Office of the Under-Secretary-General as a Programme Officer (P-4) to support the implementation of the global field support strategy.

(e) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$14 554.3	($828.9)	(5.4%)

282. The amount of $14,554,300 would cover the salaries, common staff costs and staff assessments for the 113 continuing posts. The variance is attributable to the proposed redeployment of 3 continuing posts, of which 1 to the Office of the Under-Secretary-General of the Department of Field Support and 2 to UNLB, and to lower standard salary costs.

	Cost estimates	*Variance*	
General temporary assistance	$2 522.8	($87.6)	(3.4%)

283. The amount of $2,522,800 would cover the continuation of 17 general temporary assistance positions, as follows.

Recruitment, Outreach and Career Development Section

Human Resources Officers (Occupational Group Managers)
(12 P-3 positions, continuation)

Human Resources Assistants (4 GS (OL) positions, continuation)

284. The current staffing establishment of the Recruitment, Outreach and Career Development Section comprises 13 continuing posts (1 P-5, 2 P-4, 4 P-3, 1 P-2, 5 GS (OL)) across three units (the Recruitment Unit, the Outreach Unit and the Career Development Unit, which also deals with succession planning) and 16 general temporary assistance positions funded from the support account.

285. In his report on the implementation of the recommendations of the Special Committee on Peacekeeping Operations and the Panel on United Nations Peace Operations, the Secretary-General established the five essential elements of a comprehensive global staffing strategy that comprised the following components (see A/55/977, figure II): expanded sources of recruitment, enhanced planning, streamlined recruitment and enhanced rapid deployment capacities and career development and training. Thus, the Organization has embarked on the establishment of a talent management framework that addresses the proposals contained in the report of the Panel in four main areas: workforce planning; recruitment and staffing; career development; and performance management. To this effect, on 21 April 2010 the Office of Human Resources Management promulgated a new staff selection system (see ST/AI/2010/3) in which the function of occupational group manager was established as essential for the implementation of this framework.

286. Occupational group managers and assistants support the administration of applications for posts in peacekeeping operations through the talent management framework, servicing over 550 rosters for 24 occupational groups, as listed in detail in the Secretary-General's report on the budget for the support account for peacekeeping operations for the period from 1 July 2010 to 30 June 2011 (A/64/697). Since the functions of occupational group managers and assistants were established in 2009/10, experience has demonstrated the need for the current level of capacity to be continued in order to ensure a distribution of workload that is aligned with the various portfolios of the subject-matter experts to implement staffing reforms in line with the talent management framework. The additional workload requirement is a result of the implementation of the staff selection system (see ST/AI/2010/3) and of the Organization's need to attract and retain enough people to serve in peacekeeping missions and its ability to manage the demand.

287. Given that the functions are vital to the rostering approach and to the successful implementation of Inspira, the Organization's talent management system, it is proposed that the general temporary assistance positions of Occupational Group Managers and Assistants be continued.

Quality Assurance and Information Management Section

Human Resources Officer (Office of Administration of Justice)
(1 P-3 position, continuation)

288. The current staffing establishment of the Quality Assurance and Information Management Section comprises 20 continuing posts (1 P-5, 2 P-4, 6 P-3, 2 GS (PL)

and 9 GS (OL)) and 1 general temporary assistance position, funded from the support account. The Quality Assurance Unit, located within the Section, consists of 1 Chief of Unit (P-4), 4 Human Resources Officers (P-3), 2 Administrative Assistants (GS (OL), and 1 general temporary assistance position (P-3)).

289. The Quality Assurance Unit provides self-monitoring and oversight of human resources management functions in the field and in the Field Personnel Division and ensures consistency, standardization and high quality in the application of human resources management rules, policies and procedures in order to mitigate financial, operational and managerial risks associated with the performance of human resources functions in peacekeeping operations. The Unit plays a key role in ensuring that human resources management-related decisions on and adjustments/amendments to processes resulting from the administration of justice are used to strengthen policies, procedures and practices.

290. The staff of the Quality Assurance Unit serve as subject-matter experts on all human resources management issues as they relate to the Organization's administration of justice system and ensure that proper procedures and guidelines on staffing are promulgated. The system of administration of justice implemented on 1 July 2009 has resulted in new requirements and the involvement of new stakeholders that the Field Personnel Division must engage with to ensure due process and to meet the Organization's needs when it comes to addressing staff members' grievances. This involves coordinating formal and informal dispute resolution mechanisms with the Administrative Law Section and the Management Evaluation Unit of the Department of Management, the Office of the Ombudsman, the Office of Legal Affairs, the Conduct and Discipline Unit of DFS, the Investigations Division of OIOS, and the Office of Staff Legal Assistance.

291. Requests from the Management Evaluation Unit require in-depth fact-finding exercises on the part of the Quality Assurance Unit, in conjunction with missions and other stakeholders in the Field Personnel Division and analyses of the facts against policies and rules to support the formal response. Owing to the professional nature of the United Nations Dispute Tribunal, which is headed by former judges, Unit requests place a higher burden of delivery on the Unit, both in terms of the quantity and the quality of responses. Furthermore, the Unit serves as the Department's focal point for all matters related to the Ombudsman and the Mediation Division, which, given the increased focus on informal resolution in the new justice system, has resulted in additional requirements, deliverables and follow-up actions for the Field Personnel Division. With the increase of professionalism at the appeal level through the Dispute Tribunal, there is increased scrutiny of administrative decisions. The Unit also serves as the Department's legal and policy focal point for the Administrative Law Section and plays a key role in providing legal and policy advice to peacekeeping operations regarding their responses to appeals in order to ensure the correct and consistent application of human resources rules and policies.

292. Given the current trends and the increased workload anticipated in 2011/12 (see table below), it is proposed that 1 general temporary assistance position of a Human Resources Officer (P-3) continue to support the Department in its relationship with the Office of Administration of Justice.

Table
Case workload

Type of case	*2008*	*2009*	*2010*	*2011*[a]
Management evaluation/administrative appeal/review	33	50	86	90
Ombudsman	37	25	40	45
General inquiry/investigation	64	95	115	130
Disciplinary	126	197	369	350
Total	**260**	**367**	**590**	**615**

[a] Projections based on trends and numbers in previous years.

293. The variance is attributable to lower standard salary costs.

	Cost estimates	*Variance*	
Consultants	**$226.1**	**$206.1**	**1 030.5%**

294. The consultancy requirements are as follows:

(United States dollars)

Expertise	*Person-months*	*Amount*	*Output reference*
Update of e-learning modules/ certification programme	3	40 800	Roll out of the comprehensive e-learning training and certification programme in conjunction with an accredited institution and certification of 25 per cent of human resources management practitioners
Maintenance of Nucleus	4	52 300	Direct personnel administrative support (including recruitment, travel and administration of contracts, salaries, allowances, benefits, claims and entitlements) for 49 IMIS functionalities to all field operations and for 79 functionalities for operations without delegated human resources management authority, for 7,900 international staff, and travel for 2,300 military observers and 13,000 police personnel
Development of workforce planning tools	6	133 000	Business intelligence tools for strategic planning, including measures for the staffing pillar of talent management (recruitment, selection and bringing personnel on board) and workforce planning
Total		**226 100**	

295. The amount of $40,800 is proposed for the engagement of a consultant with technical expertise for three person-months to update the content of the modules of the e-learning training and certification programme on human resources management for field operations, on revised staff rules and regulations in the following areas: administration of entitlements and benefits, recruitment and selection, dispute resolution, and monitoring and performance management. In 2010/11, the development of the e-learning training and certification programme was funded with extrabudgetary support from a trust fund of the United Kingdom of

Great Britain and Northern Ireland, which is no longer available. An external vendor supports the updating and hosting of the programme, as it is a certification programme for which the involvement of an accredited institution is required.

296. The e-learning training and certification programme focuses on activities in the area of human resources management that expose the Organization to significant managerial and financial risk and on human resources management authorities that have been delegated to DFS and field missions. The human resources management training programme will ensure consistency and quality in the application of DFS human resources processes and policies in the field and at Headquarters. It aims to provide human resources staff with appropriate training, guidance and certification to perform their human resources management functions. Expected benefits include a reduction in the number of human resources audit observations as well as less recourse to the internal justice system. The Office of Human Resources Management of the Department of Management has been consulted and is supportive of the initiative to continue the development of substantive training in the areas of human resources and the development of this e-learning programme. The need for the programme stems from the lack of human resources training available within the Organization. In the absence of similar training programmes offered by the Office of Human Resources Management, the Field Personnel Division has taken the lead in providing substantive training to human resources staff located in field missions. The Division will continue to keep the Office of Human Resources Management informed of progress and has made the modules available to the Office for use at Headquarters and in offices away from Headquarters.

297. The amount of $52,300 is proposed for the engagement of a consultant for four person-months in order to provide ongoing technical support, including for the maintenance of Nucleus, a legacy system for the recruitment, selection and brining on board of staff serving in the field, until the transition to Inspira has been completed and Umoja has been implemented. Nucleus is a mission-critical application that currently supports the recruitment, selection and bringing on board of staff by the Field Personnel Division and field missions, provides human resources administration functions for locally recruited staff and maintains electronic records for transfer to Inspira and Umoja once those mechanisms have been implemented in the field. This consultancy has been in place since the inception of Nucleus in 2004, with a break in requested funding in 2010/11 due to expectations of a roll-out of Inspira to the field, and is required for continued service. In accordance with the Organization's policy and in line with General Assembly resolutions, no further development of Nucleus will be undertaken beyond the requirements for continued use.

298. The amount of $133,000 is proposed for the engagement of a consultant for six person-months to develop tools and mechanisms to perform analytical functions required in workforce planning in field missions. In addition, the consultant would conduct gap, trend and solution analyses and forecasting, as well as design evaluation methodologies. Workforce planning is key to a unified and integrated staffing process resulting in the successful design and management of a global staffing strategy. Through workforce planning, the inputs from other staffing functions are processed to design and support a holistic solution by providing key analytical tools for various human resources activities, including recruitment, succession planning, outreach within and outside the Organization and career development. The Organization has redefined workforce planning as a department-

specific approach that aims to meet operational needs, having recognized that long-term strategic workforce planning or the so-called "big organization model" has not been successful for the Secretariat. Given that the Office of Human Resources Management has moved towards short-term, targeted operational workforce planning, the engagement of a consultant responds to a department-specific operational need. This would be a new consultancy.

	Cost estimates	*Variance*	
Official travel	$374.2	$3.0	0.8%

299. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessment/ consultation	40 400	Roll out of the Inspira e-staffing module for non-staff personnel; the e-performance module for managing the performance of all field staff; and the e-learning module for learning management for all field personnel
Technical support	213 400	Expert panel meetings to interview 4,500 applicants, and the placement of 3,000 qualified candidates preapproved by the field central review bodies on occupational group rosters Direct personnel administrative support (including recruitment, travel, administration of contracts, salaries, allowances, benefits, claims and entitlements) for 49 IMIS functionalities to all field operations and for 79 functionalities for operations without delegated human resources management authority for 7,900 international staff, and travel for 2,300 military observers and 13,000 police personnel Provision of support to 2,000 field personnel on career guidance, career planning, mobility and career-related queries, through e-mail and the career development website
Seminars/conferences/workshops	120 400	5 outreach presentations and recruitment forums in Member State host countries; representation of field operations at 2 industry-specific job fairs; and 3 desk-based outreach initiatives for field operations
Total	**374 200**	

300. The amount of $40,400 is proposed for travel to assess the capabilities and readiness of Inspira focal points for peacekeeping missions to support users in field missions.

301. The amount of $213,400 is proposed for travel to undertake the following technical support activities: ensure oversight, evaluation and support of the performance of human resources management functions in the field ($60,600); provide strategic guidance to senior leadership for the implementation of the global strategy to fill vacancies ($26,800); carry out outreach activities in Argentina, Brazil, Senegal, South Africa, the United States of America and Uruguay (annual exhibitions, recruitment, job and industry fairs) ($87,200); career development counselling in the field and participation at a career development round table

sharing best practices in human resources management to enhance mobility and increase retention rates and staff development within the United Nations system ($19,800); make a coordinated visit with the Field Budget and Finance Division to assist UNMIL with administrative support required as a result of the drawdown expected following the 2011 elections ($10,300); and monitor the processing of education grant claims following the transfer of this process to UNLB within the context of the global field support strategy ($8,700).

302. The amount of $120,400 is proposed for travel in connection with the following seminars/conferences/workshops: regular meeting of staff and management representatives at Field Joint Negotiation Committee meetings on staff rules and regulations ($42,000); representation of DFS in consultations at the annual meeting of the Staff-Management Coordination Committee on human resources policies affecting staff in field operations ($24,400); the annual Human Resources Network meeting organized by the Office of Human Resources Management, to be held in Africa, where the Division will work with chief civilian personnel officers at field missions to discuss specific issues as they apply to field missions as well as the implementation of the human resources aspects of the global field support strategy ($54,000).

	Cost estimates	*Variance*	
Other supplies, services and equipment	$25.0	($275.0)	(91.7%)

303. The amount of $25,000 would cover the cost of promotional materials associated with outreach activities and recruitment advertising in various publications. The variance is attributable to services approved in 2010/11 for the classification of 9,273 national and field service posts in order to meet the implementation requirements of Inspira. The classification exercise will continue into the 2011/12 period at the current staffing capacity.

4. Logistics Support Division

(a) Results-based-budgeting framework

304. The mandate of the Logistics Support Division was established by the General Assembly in its resolution 56/241 and recently extended in its resolution 64/271. The functions of the Division are set out in ST/SGB/2010/2. In addition, in its resolution 64/269, on cross-cutting issues, the Assembly approved the key elements of the global field support strategy to improve the operational effectiveness of field missions.

305. The Logistics Support Division is responsible for implementing and monitoring policies and procedures for all logistics issues in field operations. The Division comprises the Operational Support Service, the Specialist Support Service and the Transport and Movement Service. The Director provides strategic policy guidance, vision for the long- and short-term roles and objectives of the Division and senior-level decision-making on logistics matters.

306. The Operational Support Service is dedicated to planning logistics operations and programme support; developing, reviewing and amending logistics policies and procedures for fully integrated operational support activities for field operations; developing initial support and material resource plans for new operations, in

consultation with integrated operating teams; undertaking logistics assessments and reviews of field operations; and managing the safety of air operations and the assets of DFS, in compliance with international safety standards. The Service also manages strategic deployment stocks to support the rapid deployment of new operations and the changing operational requirements of existing ones, maintaining readiness and ensuring replenishment.

307. The Specialist Support Service ensures the effective delivery of logistics commodities and services (supply, engineering, contingent-owned equipment, property management, cartographic and medical support, including pandemic influenza preparedness). In addition, the Service will contribute to the implementation of any amendments made to the Contingent-Owned Equipment Manual in peacekeeping operations arising from the work of the Working Group on Contingent-Owned Equipment in 2011.

308. The Transportation and Movements Service ensures effective logistics capabilities (air transport and strategic air and sea lift) for the movement of military and civilian personnel and cargo, and the efficient provision of vehicles and spare parts. The Service provides guidance to field operations for resource optimization, on a global and regional basis, to meet the strategic movement requirements of personnel and materials in support of the start-up and sustainment of field operations.

309. The Logistics Support Division coordinates its operations with UNLB, which stores, maintains and deploys, as directed, reserve equipment stocks and strategic deployment stocks. The services of the Division provide direction to counterparts in UNLB, including the Strategic Air Operations Centre, the Regional Aviation Safety Office, the Geospatial Information Service Centre and the Engineering Standardization and Design Centre. The Division will contribute to the implementation in the regional service centre of projects related to integrated movement planning and operations in East and Central Africa so as to optimize available aviation and ground transport assets and provide better service in a more cost-effective manner.

310. The Logistics Support Division will continue to coordinate with the Umoja team the integration of supply chain management processes compliant with IPSAS.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 The Security Council is provided, within 3 days of request, with up-to-date geospatial information service data, satellite imagery and thematic analysis maps relating to matters of which it is seized (2009/10: 4 days; 2010/11: 3 days; 2011/12: 3 days)
	1.2 Full compliance with memorandums of understanding signed during the reporting period with troop- and police-contributing countries in respect of major equipment and categories of self-sustainment reviewed and cleared during pre-deployment visits (2009/10: 100 per cent; 2010/11: 100 per cent; 2011/12: 100 per cent)

Outputs

Office of the Director

- Implementation of all recommendations of the Board of Auditors regarding the management of field logistics outstanding from the previous reporting period

Operational Support Service

- 12 predeployment visits to troop- and police-contributing countries to assess logistics support capabilities, and advise Member States about sufficiency and/or shortfalls under categories of major equipment and self-sustainment

- 15 logistical and technical support briefings to permanent missions and national delegations of troop- and police-contributing countries

Specialist Support Service

- 2 briefings at regional or international conferences and 12 briefings to troop- and police-contributing countries on the medical support concept in peacekeeping operations

- Agreement with the African Union to provide technical support and advice to the African Union Border Programme, particularly in the areas of border demarcation, border mapping, border information systems and the transfer to the African Union of geospatial information service technology

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Identification and deployment, within 90 days of Security Council mandates, of strategic deployment stocks and other logistics equipment to support start-up teams and initial troop or police deployments (2009/10: 90 days; 2010/11: 90 days; 2011/12: 90 days)
	2.2 Aviation assessments conducted within 30 days and action plans developed within 90 days of the adoption of a Security Council mandate (2009/10: not available; 2010/11: 100 per cent; 2011/2012: 100 per cent)

Outputs

Office of the Director

- Maintenance of 153 active logistics-related system contracts available to field operations

- 2 proposals for new service package modules, of which 1 for 200-man camps and 1 for related enabling capacities, in support of the implementation of the global field support strategy

Operational Support Service

- 3 memorandums of understanding and 3 common services agreement templates to establish the framework for cooperation and coordination of support between United Nations agencies, funds and programmes collaborating in integrated missions, as co-Chair of the thematic group for support of the Integration Steering Group

Specialist Support Service

- Revision and update of the strategic deployment stocks medical equipment catalogue
- Global digital maps on a scale of 1:1 to 1:10 million

Transportation and Movement Service

- Reconfiguration of two critical segments of the DPKO/DFS air fleet (the heavy cargo aircraft segment and the rotary-wing segment) in 12 peacekeeping missions

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Increase in the rate of compliance with recommendations from aviation safety assistance visits to missions (2009/10: 74 per cent; 2010/11: 85 per cent; 2011/12: 87 per cent)
	3.2 Increase in the number of passengers transported for intra-mission travel using commercial aircraft under long-term contracts to peacekeeping missions (2009/10: not available; 2010/11: not available; 2011/12: 48,000)
	3.3. Increase in the number of troops rotated by regional air support assets (2009/10: 40,000; 2010/11: 50,000; 2011/12: 55,000)
	3.4 Increase in the physical verification of inventories of non-expendable property in field operations (2009/10: 90 per cent of all non-expendable property; 2010/11: 95 per cent; 2011/12: 97 per cent)
	3.5 Increase in the rate of reconciliation of discrepancies and in the accuracy of property management records in field operations (2009/10: 75 per cent; 2010/11: 85 per cent; 2011/12: 90 per cent)
	3.6 Improved management of road safety and workshop safety practices of missions and decrease in the rate of accidents in missions (2009/10: 2 accidents per 100,000 km; 2010/11: 1.8 accidents per 100,000 km; 2011/12: 1.6 accidents per 100,000 km)

Outputs

Operational Support Service

- 8 aviation safety assistance visits to field operations with aircraft assigned to them, to review compliance with United Nations and international standards and recommended practices to ensure full implementation of operational risk management concept
- 8 logistics assessment visits to field operations to provide planning guidance for the expansion/transition/sustainment/liquidation of field operations and 6 vendor assessment visits to the corresponding national civil aviation authority and United Nations-registered air operations
- Mission support plans for the transition of 6 field operations from one life-cycle phase to the next (from start-up to sustainability, drawdown and liquidation)

Specialist Support Service

- 10 technical medical assessments in field operations and medical predeployment visits to 3 troop- and police-contributing countries
- Promulgation of a comprehensive water policy to provide policy guidance on the development, management and quality control of the water supply in 12 peacekeeping operations, including with regard to the sourcing, filtering and purification, distribution, use and recycling of water and the treatment of waste water
- 4 engineering assessments in field operations to review progress of construction and engineering projects and to monitor the effectiveness of goods and services obtained under systems contracts
- Introduce and implement comprehensive processes for the management of recipe-card and menu plan-based rations in two missions (UNAMID and MONUSCO), and prepare a training exercise for contingent food officers, rations staff and contractor personnel in the new processes for ordering food and control systems
- Implementation of a centrally supervised catalogue of expendable property in all field operations
- Policy and guidance on the implementation of the approved recommendations made in 2011 by the Working Group on Contingent-Owned Equipment provided to all field missions with contingent-owned equipment

Transportation and Movement Service

- Implementation and maintenance of 1 multi-year, long-term contract for a wide-body passenger aircraft to support strategic troop movements (rotations, deployments, repatriations) in support of global troop rotations in peacekeeping missions
- Reconfiguration of the rotation schedule for troops rotated by regional air support assets in 7 peacekeeping missions
- 1 directive and 1 standard generic guideline on coordinating road safety campaigns for application in 12 peacekeeping operations
- 4 audits and inspections of peacekeeping operations to review the conduct of the Department's aviation quality assurance programme

External factors

Troop- and police-contributing countries will cooperate to ensure the timely completion and implementation of memorandums of understanding on the provision of troops, formed police unit personnel and contingent-owned equipment, and vendors and suppliers will be able to deliver goods and services on time

(b) Human resources requirements

Category	*Approved support account posts 2010/11*	*Redeployment, reassignment, reclassification*	*General temporary assistance conversions*	*Additional new posts requested*	*Total proposed 2011/12*	*Change*
Professional and higher						
Under-Secretary-General	**—**	**—**	**—**	**—**	**—**	**—**
Assistant Secretary-General	**—**	**—**	**—**	**—**	**—**	**—**
D-2	**—**	**—**	**—**	**—**	**—**	**—**
D-1	**3**	**—**	**—**	**—**	**3**	**—**
P-5	**9**	**—**	**—**	**—**	**9**	**—**
P-4	**41**	**(3)**	**—**	**—**	**38**	**(3)**
P-3	**54**	**(1)**	**—**	**—**	**53**	**(1)**
P-2/P-1	**1**	**(1)**	**—**	**—**	**—**	**(1)**
Subtotal	**108**	**(5)**	**—**	**—**	**103**	**(5)**
General Service and other						
Principal level	**3**	**—**	**—**	**—**	**3**	**—**
Other level	**42**	**—**	**—**	**—**	**42**	**—**
Subtotal	**45**	**—**	**—**	**—**	**45**	**—**
Total	**153**	**(5)**	**—**	**—**	**148**	**(5)**

(c) Financial resource requirements

(Thousands of United States dollars)

Category	*Expenditures (2009/10)*	*Apportionment (2010/11)*	*Cost estimates (2011/12)*	*Variance*	
				Amount	*Percentage*
	(1)	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	**23 071.2**	**24 111.7**	**22 527.2**	**(1 58 4.5)**	**(6.6)**
II. Non-post resources					
General temporary assistance	**468.9**	**654.7**	**498.0**	**(156.7)**	**(23.9)**
Consultants	**518.2**	**63.2**	**268.6**	**205.4**	**325.0**
Official travel	**966.4**	**965.1**	**964.0**	**(1.1)**	**(0.1)**
Other supplies, services and equipment	**—**	**28.4**	**—**	**(28.4)**	**(100.0)**
Subtotal II	**1 953.5**	**1 711.4**	**1 730.6**	**19.2**	**1.1**
Total	**25 024.7**	**25 823.1**	**24 257.8**	**(1 565.3)**	**(6.1)**

(d) Justification of posts

Specialist Support Service/Supply Section

Redeployment of 3 posts (1 P-4 Chief of the Contracts Management Unit, 1 P-3 Contracts Officer, 1 P-2 Associate Contracts Officer) from the Supply Section to the Logistics Service Supply Section at the United Nations Logistics Base

311. The current staffing establishment of the Specialist Support Service comprises 64 continuing posts (1 D-1, 4 P-5, 19 P-4, 21 P-3, 1 P-2, 1 GS (PL), 17 GS (OL)) and 3 general temporary assistance positions (3 P-3), funded from the support account. The Service consists of the Office of the Chief, the Engineering Section, the Supply Section, the Contingent-Owned Equipment and Property Management Section, the Medical Section and the Cartographic Section. The Supply Section currently consists of 25 continuing posts (1 P-5, 6 P-4, 11 P-3, 1 P-2, 6 GS (OL)). It is proposed that the Contracts Management Unit, located in the Supply Section of the Logistics Support Division at Headquarters, be fully integrated into the structure of UNLB, with a direct reporting line to UNLB, in the context of re-profiling UNLB into a global service centre in line with the requirements of the global field support strategy. Accordingly, it is also proposed that the Unit be redeployed, with its Chief (1 P-4) and Contracts and Associate Contracts Officers (1 P-3, 1 P-2), to the Logistics Service Supply Section at UNLB. The redeployment of the Unit would improve the effectiveness of contracts management, including contract oversight, quality assurance, monitoring and contractor performance. Consequently, the posts and associated non-post resources have been reflected in the UNLB budget.

Transportation and Movement Service/Air Transport Section

Redeployment of 1 post (1 P-4 Air Transport Officer) from the Air Transport Section to the Logistics Service Strategic Air Operations Centre at the United Nations Logistics Base

312. The current staffing establishment of the Transportation and Movement Service comprises 47 continuing posts (1 D-1, 3 P-5, 12 P-4, 19 P-3, 1 GS (PL), 11 GS (OL)) and 1 general temporary assistance position (1 P-3), funded from the support account. The Service consists of the Office of the Chief, the Air Transport Section, the Surface Transport Section and the Movement Control Section. The Air Transport Section currently consists of 19 continuing posts (1 P-5, 8 P-4, 5 P-3, 1 GS (PL), 4 GS (OL)). The Airfield and Air Terminal Unit, located in the Air Transport Section of the Logistics Support Division at Headquarters, would be integrated into the structure of UNLB, with a direct reporting line to UNLB.

313. The Airfield and Air Terminal Unit was required at Headquarters for the establishment of systems contracts for all types of equipment and for the management of inter-agency agreements to provide specific long-term support to major infrastructure projects in field missions. The Unit ensures that local aviation standards and international standards on equipment and facilities are adhered to in all missions and provides support for airport master planning, airfield repair programming and the management of air and ground support services in order to meet the field missions' airfield and air terminal requirements. Since the requirements for DFS and DPKO field operations have expanded significantly, substantial airport development is needed in most places, not only at major airports. Providing aviation support to missions becomes hazardous or impossible unless

aviation-related infrastructure is improved to at least meet the minimum standards set by the International Civil Aviation Organization. Some aviation-related infrastructure in peacekeeping operations utilized by DFS is in a poor state of repair and in some missions there is no such infrastructure at all. United Nations aircraft are operating in an increasingly hazardous airfield environment owing to deteriorating infrastructure. The demands of providing air support in complex peacekeeping operations and associated air and ground support services have resulted in unreasonable demands being made in terms of staff workload. The lack of airfield infrastructure is a result of the lack of skills required for airfield engineering and operations.

314. Accordingly, it is proposed that the Chief of the Unit (1 P-4) be redeployed to the Strategic Air Operations Centre of the Logistics Service at UNLB. The redeployment of the post would improve planning and provide aerospace ground support equipment that would result in a safer and cost-effective approach to handling aircraft on the ground, refuelling, handling passengers, handling cargo, adhering to airfield and air terminal security standards and using emergency crash rescue vehicles and equipment in field missions. Consequently, the post and associated non-post resources have been reflected in the UNLB budget.

Engineering Section

315. As presented in the section under the Office of the Under-Secretary-General for the Department of Field Support, it is proposed that 1 continuing post of Engineer (P-4) be reassigned from the Engineering Section to the Programme Implementation Coordination Team in the Office of the Under-Secretary-General as a Programme Officer (P-4) to support the implementation of the global field support strategy.

(e) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$22 527.2	($1 584.5)	(6.6%)

316. The amount of $22,527,200 would cover salaries, common staff costs and staff assessments for the 148 continuing posts. The variance is attributable to the proposed redeployment and reassignment of 5 continuing posts, of which 1 to the Office of the Under-Secretary-General for the Department of Field Support and 4 to UNLB, and to lower standard salary costs.

	Cost estimates	*Variance*	
General temporary assistance	$498.0	($156.7)	(23.9%)

317. The amount of $498,000 would cover the continuation of 3 general temporary assistance positions, as follows.

Specialist Support Service

Water Engineer (1 P-3 position, continuation)

Asset Management Officer (1 P-3 position, continuation)

Boundary Analyst (1 P-3 position, continuation)

Engineering Section

318. The current staffing establishment of the Engineering Section comprises 15 continuing posts (1 P-5, 4 P-4, 7 P-3, 3 GS (OL)) and 2 general temporary assistance positions (2 P-3), funded from the support account. The Section is responsible for providing day-to-day support to existing field operations; preparing engineering mission resource plans and budgets for start-up missions; preparing engineering guidelines and policies related to the environment, accommodation, power, water, asset management and fire prevention, and assisting in providing technical support for research and a continuous supply of water to the missions; establishing global system contracts for generators, electrical equipment, prefabricated structures, water purification and waste water systems, field defence stores and construction services; and monitoring the utilization of engineering system contracts.

319. Providing accommodation, power and water at all field operations is one of the primary responsibilities of the Engineering Section. Presently, water and waste water management services are provided to over 100,000 uniformed personnel and over 25,000 civilians. There are 150 wells, 750 water treatment plants, 25 bottling plants and 1,200 waste water treatment systems located in field operations. These figures represent an increase of 30 per cent since 2007. Currently, 1 continuing post (P-3) is dedicated to supporting water research, supply and conservation; assessing water resources in missions in Africa and supporting missions in the management of those resources; assessing groundwater and rainwater capacities and providing advice on recovery techniques to meet mission requirements; and taking action to conserve, recycle and replenish resources without adversely affecting the local population. The most recently established missions, UNAMID, MINURCAT and AMISOM, have demonstrated the importance of planning for the availability, supply and treatment of water and the impact that such planning has on missions overall and the local population. These missions are facing critical challenges in meeting the demand for water. Expertise in this area is essential given the developments taking place in the field, in particular in these three missions. Accordingly, it is proposed that 1 general temporary assistance position of Water Engineer (P-3) be continued.

320. Engineering assets were managed at Headquarters by desk officers as a secondary responsibility when supporting missions until 2010/11, when a general temporary assistance position of Asset Management Officer was approved. Engineering assets form a substantial portion (40 per cent) of field operations' total inventory. The Engineering Section is responsible for the management of assets worth $52 million in strategic deployment stocks and a global inventory of $662 million of non-expendable and $210 million of expendable engineering equipment and material. As at October 2010, the total value of engineering stores (assets and expendables, including strategic deployment stocks) reached $924 million, which represents an increase of 141 per cent in the value of assets since June 2007, when the total value of engineering stores was $383 million.

321. Given that the implementation of IPSAS and the introduction of enterprise resource planning into the property management business process will require a holistic life-cycle approach to the management of engineering assets, the presence of a specialist experienced in asset management is essential to ensure that engineering assets will be properly managed and accounted for under the new system. Such a person would have a dramatic impact on how engineering assets are valued and inventoried. Maintaining the accuracy of the inventory when information is transferred to the new system is vital and engineering issues need to be properly taken into account to ensure that engineering activity is properly recorded under the system when that system is introduced.

322. Accordingly, it is proposed that 1 general temporary assistance position of Asset Management Officer (P-3) be continued, to manage the composition, release, replenishment and rotation of engineering items in the strategic deployment stocks; to monitor release orders, purchase orders, delivery dates and the shipping status of assets issued from or being replenished to the strategic deployment stocks; to check the asset database and work closely with UNLB on all matters related to those assets; supervise the mission's engineering inventory; and advise mission personnel on technical issues associated with the recording and management of engineering assets in mission inventory databases.

Cartographic Section

323. The current staffing establishment of the Cartographic Section comprises 3 continuing posts (2 P-4, 1 GS (OL)) and 1 general temporary assistance position (1 P-3), funded from the support account. The Section provides support to the Secretariat and the Security Council on cartographic and geographical matters. In addition, it provides oversight on and coordinates activities with mission geospatial information service units and the geospatial information service centre of the UNLB; provides field operations with accurate and timely geographic information and terrain analysis in support of decision-making and operational needs; produces planning and operational maps, geospatial data and clearing maps to be printed in official publications of the United Nations; and researches and analyses international boundary issues to provide technical assistance on international boundary delimitation and demarcation processes. The Section also carries out assessments of geographic information requirements and analyses and studies for mission planning and start-up. In addition, it develops operational concepts, functional requirements, standard operating procedures, planning and budget guidelines and logistics support plans. Moreover, the Section establishes and maintains systems contracts and global geospatial information service assets, including strategic deployment stocks.

324. The availability of accurate and up-to-date maps is critical to successful peacekeeping operations, as it impacts the safety and security of peacekeepers, the ability to rescue and evacuate personnel and the political and military decision-making process at various levels. The production of customized maps is a complex process, as the required maps are often not available from Government sources or from commercial entities. During the past two decades, the Cartographic Section has been involved in various international boundary delimitation and demarcation activities on an ad hoc basis, for example with regard to the Blue Line (Lebanon-Israel), the Green Line (Cyprus), Eritrea-Ethiopia, Cameroon-Nigeria, the African Union Border Programme and the Technical Ad Hoc Border Committee in Sudan.

There has been a continuous demand for studies and information on disputed borders by the Security Council, the Department of Political Affairs and DPKO to enable them to respond immediately to border crises and to prevent conflicts. In addition, the Section is responsible for providing clearance on maps published in United Nations publications so as to ensure that boundaries and names are depicted in accordance with United Nations policies. In order to carry out this responsibility, a dedicated capacity is required to review maps for publications.

325. Currently, all important geopolitical functions have been carried out by the Section on an ad hoc basis, resulting in the delay or incompleteness of other mandated tasks. Furthermore, in some instances, owing to the lack of systematic research, the representation of the international boundaries in United Nations maps has been inadequate. Accordingly, and in the light of a continued heavy workload and anticipated international boundary issues, it is proposed that the general temporary assistance position of Boundary Analyst (P-3) be continued to respond immediately to boundary crises and prevent border conflicts by providing impartial technical expertise.

326. The variance is attributable to the continuation of 3 general temporary assistance positions compared with the 4 positions approved for 2010/11 and to lower standard salary costs.

	Cost estimates	*Variance*	
Consultants	**$268.6**	**$205.4**	**325.0%**

327. The consultancy requirements are as follows:

(United States dollars)

Expertise	*Person-months*	*Amount*	*Output reference*
ISO 9001 certification	12	196 400	8 aviation safety assistance visits to field operations with aircraft assigned to them, to review compliance with United Nations and international standards and recommended practices to ensure full implementation of the operational risk management concept
Analysis and evaluation of level-3 medical support	3	72 200	2 briefings at regional or international conferences and 12 briefings to troop- and police-contributing countries on the medical support concept in peacekeeping operations
Total		**268 600**	

328. The amount of $196,400 is proposed for the engagement of a consultant with technical expertise for 12 person-months for third-party verification, ISO 9001 certification on quality management standards and compliance with operational and safety standards. This practice is in line with international civil aviation standards and current industry best practices. In 2006/07, a gap analysis was undertaken and the initial phase towards ISO certification for the Department's air transport operations processes got under way. In 2008/09, technical assistance was planned and approved for the process of mapping/flow charting, documentation of the processes, sequence and implementation activities, including the quality

management system, and the final audit before the ISO registration. However, these activities were postponed, as significant changes were being introduced to the business of aviation and its processes in an effort to streamline operations during the period. Given that the aviation manual and changes to related processes have since been established and that the Division has developed basic capabilities to handle the challenges of implementing the ISO 9001 standards, the Division would advance with the verification and certification. The consultant would contribute to the implementation of OIOS recommendations, namely that the Department should implement a comprehensive aviation performance management framework to ensure that air operations are effectively and efficiently managed and that aviation performance is reported to DFS senior management on a regular basis.

329. The amount of $72,200 is proposed for the engagement of a consultant with technical expertise for three person-months to undertake a first-time analysis and evaluation of level-3 medical support, which is the highest level of medical care currently available in UNAMID, UNMIL, UNMIS and MONUSCO, including recommendations on possible improvements and additions to the present capability. In the light of a steady increase in the number of referrals to outside medical facilities with a capability similar to the one available in the field, an external medical professional, engaged as a senior consultant, is required to undertake a full evaluation of the extent to which medical resources at this level are utilized and their performance. The report containing the findings of the evaluation could explain why some referrals are being made to outside medical facilities, resulting in additional costs.

330. In its report on its 2010 substantive session (A/64/19), the Special Committee on Peacekeeping Operations underlined the importance it places on the safety and security of peacekeepers in the field and expressed grave concern about the loss of precious human lives as a result of the negligence and incompetence of medical staff. It emphasized the responsibility of the United Nations to ensure that medical personnel assigned in mission areas are qualified to provide immediate and proper medical attention to peacekeepers and to hold them accountable. As requested in paragraph 45 of its previous report (A/63/19), the Special Committee reminded the Secretariat to review, and report back to Member States at the earliest opportunity before the next session, on its oversight structure and procedures at the Secretariat and in the field to ensure a proper supervision and support of the four levels of medical support to United Nations missions.

	Cost estimates	*Variance*	
Official travel	**$964.0**	**($1.1)**	**(0.1%)**

331. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/ assessment/consultation	681 900	12 predeployment visits to troop- and police-contributing countries to assess logistics support capabilities and to advise Member States about sufficiency and/or shortfalls under categories of major equipment and self-sustainment
		2 briefings at regional or international conferences and 12 briefings to troop- and police-contributing countries on the medical support concept in peacekeeping operations
		8 logistics assessment visits to field operations to provide planning guidance for the expansion/transition/sustainment/liquidation of field operations and 6 vendor assessment visits to the corresponding national civil aviation authority and United Nations-registered air operations
		10 technical medical assessments in field operations and medical predeployment visits to 3 troop- and police-contributing countries
		4 engineering assessments in field operations to review progress of construction and engineering projects and to monitor the effectiveness of goods and services obtained under systems contracts
		4 audits and inspections of peacekeeping operations to review the conduct of the Department's aviation quality assurance programme
Technical support	266 500	Policy and guidance on the implementation of the approved recommendations made in 2011 by the Working Group on Contingent-Owned Equipment, provided to all field missions with contingent-owned equipment
		Maintenance of 153 active logistics-related system contracts available to field operations
		Global digital maps on the scale of 1:1 to 1:10 million
		Reconfiguration of two critical segments of the DPKO/DFS air fleet in 12 peacekeeping missions; heavy cargo aircraft segment and the rotary wing segment
Seminars/conferences/ workshops	15 600	3 memorandums of understanding and 3 common services agreement templates to establish the framework for cooperation and coordination of support between United Nations agencies, funds and programmes collaborating in integrated missions, as co-Chair of the thematic group for support of the Integration Steering Group
Total	**964 000**	

332. The amount of $681,900 is proposed for travel to undertake the following mission planning/assessment/consultation activities: assess delivery of logistics goods and services to the missions and coordinate improvements with senior management and other Secretariat departments, in consultation with Member States ($279,600); make visits to familiarize counterparts with support service issues in field operations and to acquaint troop-contributing countries with the United Nations medical concept of operations ($74,000); make predeployment visits to troop- and police-contributing countries to assess logistics support capabilities and advise Member States about sufficiency and/or shortfalls under categories of major equipment and self-sustainment ($98,100); assess and review the missions' logistical operations, including material resource plans for new peacekeeping missions, the composition and utilization of strategic deployment stocks, the

availability of standard medical care for peacekeepers, air operations and aviation safety, the regional aviation safety programme, the support capabilities of the formed contingents for assigned roles in peacekeeping operations, transportation and movement services between Headquarters and field operations ($179,000); carry out audits of and inspect peacekeeping operations to review the conduct of the Department's aviation quality assurance programme ($22,600); facilitate a coordination meeting on a strategy and process for co-producing global maps and producing geographical data with the European Global Monitoring for Environment and Security (GMES) services for Management of Operations, Situation Awareness and Intelligence for regional Crises (G-MOSAIC) and participating institutions, the European Commission's Joint Research Centre and the European Union Satellite Centre ($28,600).

333. The amount of $266,500 is proposed for travel to undertake the following technical support activities: on-site evaluations and provision of technical assistance, including for assessing progress in field operations in connection with the expansion of provincial offices and other contractual activities, the procurement solicitation process, strategic deployment stock warehouse inventory and codification issues, and review of fuel operations in the field ($166,000); improve knowledge and technical skills of staff in the field charged with aviation safety and establish a formulation of the United Nations Common Aviation Safety Standards for the use of air assets between different United Nations entities ($65,300); and implementation of the electronic rations management system and the electronic fuel management system in peacekeeping missions ($35,200).

334. The amount of $15,600 is proposed for travel in connection with the following: partnership work with the Post-Conflict and Disaster Management Branch of the United Nations Environment Programme, to be extended to field operations ($7,000); and the gathering of all fuel units in peacekeeping missions to review the strategy for fuel management and to share updates on the latest developments with regard to fuel operations, new initiatives and future plans to improve the efficiency and quality of fuel operations.

5. Information and Communications Technology Division

(a) Results-based-budgeting framework

335. The mandate of the Information and Communications Technology Division was established by the General Assembly in its resolution 61/279 and recently extended in its resolution 64/271. The functions of the Division are set out in ST/SGB/2010/2. In addition, in its resolution 64/269 on cross-cutting issues, the Assembly approved the key elements of the global field support strategy to improve the operational effectiveness of field missions.

336. The Division delivers voice, video and high-speed data systems, network services and field-specific systems and applications of a quality and in quantities that meet the requirements of DFS-supported field operations. It comprises the Office of the Director, the Field Communications and Information Technology Operations Service and the Field Technology and Security Operations Section. The Division's priority is to support the establishment of the United Nations Support Base at Valencia, Spain, ensuring that it will be a fully operational, robust, reliable and secure secondary telecommunications facility by the end of the 2011/12 period, and to provide for the development of and support to the global and regional service centres.

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	**2.1 Communications links established for new missions within 24 hours of arrival of the communications and information technology equipment in the mission (2009/10: 24 hours; 2010/11: 24 hours; 2011/12: 24 hours)**

Outputs

- **Comprehensive information and communications technology support for peacekeeping operations in response to Security Council mandates**

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	**3.1 Positive feedback from field missions on information and communications technology support and services provided by the Division (2009/10: not available; 2010/11: not available; 2011/12: not available)**
	3.2 60 per cent of field mission personnel surveyed are satisfied with the information and communications technology services provided by the Division (2009/10: not available; 2010/11: not available; 2011/12: 60 per cent)

Outputs

- **Information and communications technology support for call centre, field network, field applications and disaster recovery and business continuity operations provided to all peacekeeping operations and the office providing support to AMISOM**
- **4,000 audio and videoconferencing services, including technical and day-to-day operational support, provided to field operations and other United Nations entities**
- **Oversight of statement of work and technical evaluation for 8 planned systems contracts, and monitoring and administration of 35 existing systems contracts for information and communications technology services and equipment**
- **Disaster recovery plans for field operations tested and updated and 4 disaster recovery reconstitution exercises**
- **A standardized mission network configuration template, including oversight and technical guidance to improve connectivity from UNLB to the field, disseminated to 12 peacekeeping operations**
- **Standard risk and threat assessment management solution implemented across all peacekeeping operations to foster collaboration and institute structured risk management between different functions within peacekeeping missions**
- **Standard solution implemented to provide strengthened situational awareness and to allow the tracking of all mobile uniformed peacekeeping personnel**
- **Electronic field tracking mechanism for the creation of training content by DPKO and DFS implemented and delivered to 12 peacekeeping operations through e-learning technologies**
- **3 applications implemented to support the management of DPKO and DFS institutional information at Headquarters in collaboration with and with the support of field operations**
- **3 applications implemented to support field-level collaboration between peacekeeping operations and the office providing support to AMISOM**

- **11 conferences/meetings, held on information technology best practices and international cooperation to strengthen policies, structures and systems, and support provided to improve all aspects of peacekeeping missions**

External factors

Security considerations in peacekeeping operations and the office providing support to AMISOM will not prevent the successful implementation of systems and the servicing of existing systems in field operations

(b) Human resources requirements

Category	*Approved support account posts 2010/11*	*Redeployment, reassignment, reclassification*	*General temporary assistance conversions*	*Additional new posts requested*	*Total proposed 2011/12*	*Change*
Professional and higher						
Under-Secretary-General	—	—	—	—	—	—
Assistant Secretary-General	—	—	—	—	—	—
D-2	1	—	—	—	1	—
D-1	1	—	—	—	1	—
P-5	2	—	—	—	2	—
P-4	8	(1)	—	—	7	—
P-3	7	—	—	—	7	—
P-2/P-1	—	—	—	—	—	—
Subtotal	**19**	—	—	—	**18**	—
General Service and other						
Principal level	5	—	—	—	5	—
Other level	10	(2)	—	—	8	—
Subtotal	**15**	**(2)**	—	—	**13**	—
Total	**34**	**(3)**	—	—	**31**	—

(c) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2009/10)	*Apportionment (2010/11)*	*Cost estimates (2011/12)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	5 063.3	5 252.8	4 729.1	(523.7)	(10.0)
II. Non-post resources					
General temporary assistance	113.0	—	—	—	—
Official travel	486.3	313.4	287.4	(26.0)	(8.3)
Communications	—	486.0	573.5	87.5	18.0
Information technology	—	8 317.3	7 945.3	(372.0)	(4.5)
Subtotal II	**599.3**	**9 116.7**	**8 806.2**	**(310.5)**	**(3.4)**
Total	**5 662.6**	**14 369.5**	**13 535.3**	**(834.2)**	**(5.8)**

(d) Justification of posts

Field Communications and Information Technology Operations Service

Redeployment of 2 posts (1 P-4 Strategic Deployment Stock Telecommunications Officer, 1 GS (OL) Information and Communications Technology Assistant) from the Field Communications and Information Technology Operations Service of the Information and Communications Technology Logistics and Administration Unit to the Assets Management Section of the Communications and Information Technology Services at the United Nations Logistics Base

337. The current staffing establishment of the Field Communications and Information Technology Operations Service comprises 24 continuing posts (1 D-1, 1 P-5, 3 P-4, 7 P-3, 5 GS (PL), 7 GS (OL)) funded from the support account. In line with the phased establishment of the global service centre at UNLB, the technical functions for the management of strategic deployment stocks currently located in the Information and Communications Technology Division at Headquarters would be managed at UNLB, with a direct reporting line to UNLB. The consolidation of all the processes supporting the management of strategic deployment stocks would result in greater efficiency and effectiveness and increase the synergy between the subprocesses dealing with the holding of stocks and those dealing with the management of stocks. Consequently, the posts and associated non-post resources have been reflected in the UNLB budget.

338. The Telecommunications Officer would support the overall management of the strategic deployment stocks stored at UNLB; initiate and coordinate actions to ensure that requirements for strategic deployment stocks are met. For example, the incumbent would prepare material release plans, control stocks and review composition; liaise with the Strategic Deployment Stocks Unit at Headquarters; assist in the preparation of statements of works or requisitions for equipment and services related to items in the strategic deployment stocks, and in the evaluation of proposals and bids; act as the focal point for all issues related to the strategic deployment stocks; authorize invoices for paying vendors against the appropriate receiving and inspection reports; review the end-of-fiscal year inventory report; and assist in the development of requirements for strategic deployment stocks, Divisional support and the implementation of new projects, as required, in field missions.

Information and Communication Technology Logistics and Administration Unit

339. As presented in the section under the Office of the Under-Secretary-General for the Department of Field Support, it is proposed that 1 continuing post of Administrative Assistant (General Service (Other level)) be redeployed from the Logistics and Administration Unit to the Programme Implementation Coordination Team in the Office of the Under-Secretary-General to support the implementation of the global field support strategy.

(e) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$4 729.1	($523.7)	(10.0%)

340. The amount of $4,729,100 would cover salaries, common staff costs and staff assessments for the 31 continuing posts. The variance is attributable to the proposed

redeployment of 3 continuing posts, of which 1 to the Office of the Under-Secretary-General for the Department of Field Support and 2 to UNLB, and to lower standard salary costs.

	Cost estimates	Variance	
Official travel	$287.4	($26.0)	(8.3%)

341. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessment/ consultation	137 200	Information and communications technology support for call centre, field network, field applications and disaster recovery and business continuity operations provided to all peacekeeping operations and the office providing support to AMISOM
Technical support	120 800	Oversight of statement of work and technical evaluation for 8 planned systems contracts and monitoring and administration of 35 existing systems contracts for information and communications technology services and equipment Disaster recovery plans for field operations tested and updated and 4 disaster recovery reconstitution exercises
Seminars/conferences/workshops	29 400	11 conferences/meetings on information technology best practices and international cooperation to strengthen policies, structures and systems, and support in place to improve all aspects of peacekeeping missions
Total	287 400	

342. The amount of $137,200 is proposed for travel to undertake the following mission planning/assessment/consultation activities: review and validation of the security information technology systems in field missions, focusing on certification and compliance with ISO 27001, and implementation of systems ($21,700); assessment of the effectiveness of existing systems with a view to developing a strategy for optimizing support to field missions ($61,700); implementation of change management processes and provision of support for continuing and newly proposed information systems; assessment and validation of the use of contracted personnel for centralized development, implementation and support within the context of all resources available to the Information and Communications Technology Division ($16,000); review of ongoing information and communications technology projects that have been implemented in peacekeeping operations to ensure economies of scale that will reduce the budget requirements for the following fiscal period ($31,000); and consultations with the United States Office of the Secretary of Defense and the external equipment provider ($6,800).

343. The amount of $120,800 is proposed for travel in connection with the provision of technical support for the following: to oversee engineering work, the establishment of the data centre and the implementation of information and communications technology systems at the United Nations Support Base at Valencia, Spain ($57,800); and to meet with designated officials on issues related to

the regional service centre in Entebbe, Uganda, ensuring that the establishment of such a centre is aligned with the implementation of the global field support strategy ($63,000).

344. The amount of $29,400 is proposed for staff to travel to the following seminars/conferences/workshops on information technology-related topics in peacekeeping: the annual conference of Directors and Chiefs of Mission Support; meetings of the International Computing Centre's Management Committee to ensure strategic plans and initiatives related to information and communications technology for DPKO for the coming year; meetings of the Working Group on Emergency Telecommunications and of the Inter-agency Telecommunications Advisory Group to discuss issues related to inter-agency cooperation and the implementation of information and communications technology common services in peacekeeping operations; the annual conference of the Commercial Information Technology for Multinational Operations to improve and facilitate civilian and military interaction in the area of peacemaking, peacekeeping and nation-building.

	Cost estimates	*Variance*	
Communications	$573.5	$87.5	18.0%

345. The amount of $573,500 would provide for the acquisition of specialized communications equipment and associated software, the replacement of obsolete equipment for DPKO and DFS and the provision of the following support services: acquisition of videoconferencing terminals and conferencing units ($72,000); software for videoconferencing and remote access control ($30,000); satellite modems ($25,000); test and installation equipment for the satellite Earth station ($70,000); spare parts and supplies for communications equipment, including modems, routers and terminals ($154,000); mobile office (Citrix) tokens for critical staff to enable remote access to the United Nations server in the event that staff are unable to come to the office to carry out their duties ($213,500); and communications support services for conference rooms in the North Lawn Building ($9,000).

346. The variance is attributable to the mobile office requirements offset and, in part, by videoconferencing and satellite equipment approved in the budget for the 2010/11 period.

	Cost estimates	*Variance*	
Information technology	$7 945.3	($372.0)	(4.5%)

347. The amount of $7,945,300 would provide for the acquisition of specialized information technology equipment ($176,000), spare parts and supplies ($100,000), software ($350,000), software licences and fees ($304,700) and contractual services ($7,014,600) necessary to support the information technology infrastructure and business needs of peacekeeping operations, as indicated below.

348. The amount for specialized information technology equipment ($176,000) would cover requirements for three LCD monitors ($7,500), the replacement of digital senders ($61,500), scanners ($69,500), digital cameras ($4,500) and digital projectors ($33,000).

349. The amount for specialized software ($350,000) would cover requirements for investigation management support software ($95,000), DPKO Web information management tools ($170,000) and satellite operation optimization software ($85,000).

350. The amount for software licences and fees ($304,700), which are required by DPKO and DFS to maintain and support existing software and systems, comprises fees for website monitoring ($30,000), business intelligence software upgrades ($40,000), the peacekeeping operations contact management software (social computing) ($80,000), secure data transfer upgrades ($30,000), the peacekeeping operations task monitoring tool ($20,000), the tracking of activities of field mission operations ($40,000), communities of practice ($30,000) and licences for users in the United Nations Office to the African Union ($34,700).

351. Provision is also made for external contractual services ($7,014,600) specialized in information technology based on memorandums of understanding or contract agreements established with the International Computing Centre and UNOPS or other approved vendors for ongoing support services and development projects for DPKO and DFS and field operations, as detailed below in paragraphs 353 to 371. Contractual services at Headquarters are carried out by a staffing complement of 109 contractual personnel at occupational levels equivalent to those of the United Nations system.

352. The resources set out in paragraphs 353 to 358 are required to support the ongoing core functions of technical support for DPKO and DFS between Headquarters and the field. Costs are calculated based on the average contractual salary and operational costs set out in a memorandum of understanding with UNOPS or on contractual arrangements with the International Computing Centre or other vendors, and include an 8 per cent charge for personnel administration costs. A provision for charges incurred for common facilities, such as rental space and office supplies, and common services under the information technology standard level agreement with the Office of Information and Communications Technology has been included in the relevant resource class under the central responsible department or office.

Ongoing support services

Call centre support

353. The amount of $1,376,200 is proposed for continued, global, round-the-clock call centre support for Headquarters and field information and communications technology operations, which include tier-1 technical support and the management of service requests for DPKO/DFS critical applications, through daily interaction with users, coordination with other service teams and DFS focal points as well as external parties until final resolution. The proposed resources would comprise approximately $1,310,600 for salaries and $65,600 for operating costs.

Field network support

354. The amount of $829,600 is proposed for field network support, which includes continuous data and voice communications between Headquarters and field operations. A robust network is required to enable field operations and Headquarters to exchange and have access to information. In order to facilitate the round-the-clock availability of these vital communications links between Headquarters and field operations, network support is provided, using a layered approach to provide

tier-1 and tier-2 support. Tier-1 includes support for call centre service, a network control centre and deployment planning for the building of desktop and laptop computers. Tier-2 includes support for applications, network, data centre operations and messaging optimization, and e-mail archiving. Moreover, the coordination and monitoring of services are required in order to enable the management and operation of the peacekeeping global information and communications technology network. The proposed resources would comprise approximately $663,300 for salaries and $166,300 for operating costs.

Department of Peacekeeping Operations/Department of Field Support application support

355. The amount of $1,248,100 is proposed for support at the tier-2 level for all Lotus Notes applications utilized at Headquarters by DPKO and DFS personnel, including electronic storage, tracking, archival and retrieval systems, the mail action records system, support of web-based applications, change management and user training. The applications supported pertain to DPKO and DFS at Headquarters and are focused on facilitating interaction with peacekeeping operations in the field. The proposed resources would comprise approximately $1,146,400 for salaries and $101,700 for operating costs.

Disaster recovery and business continuity operational support

356. The amount of $654,000 is proposed for disaster recovery and business continuity support. These services include the continued management and operation of the peacekeeping global disaster recovery and business continuity architecture and systems, as well as the coordination of server and network infrastructure requirements, the configuration and establishment of documentation for implemented systems, including day-to-day operational support, the operation of the disaster recovery and business continuity infrastructure in DFS, the maintenance of flexible support for changing Departmental disaster recovery and business continuity requirements and the monitoring of disaster recovery and business continuity systems. Services also include conduct of disaster recovery reconstitution exercises, dissemination of disaster recovery templates, review of plans and validation to ensure conformity with policy guidance provided by Headquarters and mission administration. The proposed resources would comprise approximately $607,500 for salaries and $46,500 for operating costs.

Videoconferencing support

357. The amount of $1,135,000 is proposed for continued centralized technical and operational support for videoconferencing and associated multimedia support activities between DPKO and DFS, field operations and other United Nations entities. The provision of technical support comprises the continued development of standards for all systems, equipment, procedures, scheduling, resource allocation, coordination, engineering and other aspects of audio/videoconferencing, including secure and encrypted connections, call centre support related to audio/videoconferencing for field operations and other United Nations entities, day-to-day operational support and all activities relevant to videoconferencing and multimedia support centralized at UNLB. In addition, technical support will be provided for missions with developing and expanding internal videoconferencing networks. The proposed resources would comprise approximately $1,056,000 for salaries and $79,000 for operating costs.

Maintenance of field applications

358. The amount of $780,200 is proposed for the support and maintenance of computer applications used by personnel in DPKO and DFS, at Headquarters and field operations, specifically, the collaboration and social computing systems, audit and oversight applications, strategic management applications, reporting applications and websites that support the substantive areas of peace operations. In addition, the provision would support web-based applications, change management and user training, and ensure tier-2 and tier-3 levels of support. Tier-3 support includes modifications and enhancement, applications and network engineering. The applications supported are required to enable core peacekeeping operation mandates and do not relate to or require integration with the enterprise resource planning system. The proposed resources would comprise approximately $720,200 for salaries and $60,000 for operating costs.

Proposed field applications

359. The proposed initiatives described in paragraphs 359 to 371 represent the information management priorities and needs of DPKO and DFS, and have been reviewed and supported by the Departments' Information Management Committee and Expanded Senior Management Team. In addition, the Office of Information and Communications Technology's Project Management Office has given relevant technical review requirements. Costs are calculated on the basis of average contractual salary and operational costs as per rates contained in a memorandum of understanding with UNOPS or contractual arrangements with the International Computing Centre or other vendors. These initiatives do not overlap with other Organizational initiatives and their functionalities could not be covered within the enterprise resource planning system. Given that these initiatives do not relate to material, financial or human resources, they would not require interfacing with enterprise resource planning. The initiatives would be implemented using the methodologies of the Information and Communications Technology Division, which are established, institutional and based on best practices. It is expected that all phases of the initiatives will be concluded within the proposed 2011/12 period, if funding is approved. The contractual resources proposed for the initiatives below would follow the established process, which includes the gathering, design, building, implementation and deployment of requirements, with ongoing support expected in the subsequent fiscal period. The initiatives have been grouped into four categories, on the basis of four operational needs:

(a) Management of DPKO/DFS institutional information: peacekeeping contacts and data integration initiatives;

(b) Risk and threat assessment management: field military and police reporting initiative;

(c) Field collaboration applications: mission gazetteer initiative, peacekeeping conduct and discipline initiative and peacekeeping rule-of-law documents and publishing initiative;

(d) Field tracking applications: peacekeeping mission training tools initiative and peacekeeping police tracking initiative.

Management of Department of Peacekeeping Operations/Department of Field Support institutional information

360. As a continuation of the initiatives undertaken to strengthen the strategic management of peace operations, the amount of $155,000 is proposed for extending the scope of the activity approved in the 2009/10 period (see A/63/767, para. 386). The aggregation of information and subsequent display of key data and performance indicators using dashboards and visualization technologies is on course for completion in 2010/11. The proposed requirements are for data related to such areas as rule of law and security institutions, integrated operational teams and those that fall under the remit of the Office of Military Affairs, which would be collected, aggregated and presented through the established dashboard and visualization technologies. This continued initiative for improved strategic management would focus on the specific areas of field operations as outlined above. It is also envisaged that the dashboard technologies would be enhanced to represent peacekeeping operations holistically and facilitate intuitive oversight.

361. Peacekeeping contacts and data integration initiatives aim to provide a centralized repository of contact, logistical and coordination information related to troop-contributing countries, peacekeeping training centres and the agencies, funds and programmes. At the same time, the project would provide a collaborative tool to enable information to be shared among the above-mentioned entities and to facilitate civilian and military cooperation activities in field operations. The tool was proposed in 2010/11 but, owing to limited funding approved for non-post resources, the Department reprioritized activities and this tool was not developed. It is expected that the tool will be developed and implemented in field operations in 2011/12, if funding is approved.

Risk and threat assessment management

362. The amount of $199,600 is proposed for supporting the design and implementation of a series of field computer applications useful to uniformed personnel. Specifically, the applications would facilitate the process by which data is collated and synthesized into useful and reliable information for the assessment of risks, threats and opportunities. The proposed applications would form the central electronic repository of operational information and make it possible for that information to be presented visually, as well as address various data sets, including with regard to armed forces and civilian population locations, road conditions, terrain analysis and events on the ground. The applications would be based on sound rules and utilize methodologies that would ensure the generation of information useful to uniformed components in support of mission mandates. Such initiatives are part of a DPKO/DFS-wide effort to support the core mandates of peacekeeping missions.

363. The field military and police reporting initiative is aimed at developing a tool that would enable the police and the military to track and manage information about their personnel in the field. The tool would also incorporate an approval workflow in order for this information to be channelled properly. The tool was proposed in 2010/11 but, owing to limited funding approved for non-post resources, the Department reprioritized activities and this tool was not developed. It is expected that the tool will be developed and implemented in field operations in 2011/12, if funding is approved.

Field collaboration applications

364. The amount of $351,900 is proposed for building on efforts related to the implementation of computer systems that facilitate collaboration in and between peacekeeping operations. In order to support the requirements of the various substantive elements of peacekeeping operations, the Information and Communications Technology Division is extending the functionality and applicability of current collaboration applications, such as communities of practice, which allow subject-matter experts to share information and build common repositories of knowledge and to undertake collaborative content creation, the formulation of policy and procedures, and the automation and approval of peacekeeping web content. The applications would also allow collaboration between practitioners and peacekeeping personnel, as well as among personnel from the agencies, funds and programmes. Greater collaboration would enhance efforts in the area of integration as prescribed by the Secretary-General and improve coordination between multiple parties in missions that are increasingly complex and multidimensional.

365. The mission gazetteer initiative aims to develop a tool for use by security officers in the field to aggregate information related to accidents, assaults, threats, explosions and other security-related events occurring in the field. It is essential that collaboration be built upon a common vocabulary and this initiative would establish a single reference for the names of geographical locations that could be used to enable collaboration. The tool was proposed in 2010/11 but, owing to limited funding approved for non-post resources, the Department reprioritized activities and this tool was not developed. It is expected that the tool will be developed and implemented in field operations in 2011/12, if funding is approved.

366. The peacekeeping conduct and discipline initiative aims to upgrade and enhance the functionality of the existing misconduct tracking system, which is currently used by field personnel working in the area of conduct and discipline in peacekeeping operations. Once enhanced, the tool would provide statistical information (in the form of dashboards, diagrams and narrative text) to Member States, the public and United Nations senior managers on the outcome of cases of sexual exploitation and abuse involving peacekeeping personnel. In addition, it would support the need for peacekeeping operations to collaborate and cooperate with partners to ensure that an effective outreach programme is achieved. The tool was proposed in 2010/11 but, owing to limited funding approved for non-post resources, the Department reprioritized activities and this tool was not developed. It is expected that the tool will be developed and implemented in field operations in 2011/12, if funding is approved.

367. The peacekeeping rule-of-law documents and publishing initiative aims to provide a tool that would facilitate coordination between different components of the Office for Rule of Law and Security Institutions (disarmament, demobilization and reintegration; the police; and legal, judicial and corrections matters) and measure the progress of a complex array of activities and the flow of those activities between these components within a mission. The integration with existing systems is part of this project. The tool was proposed in 2010/11 but, owing to limited funding approved for non-post resources, the Department reprioritized activities and this tool was not developed. It is expected that the tool will be developed and implemented in field operations in 2011/12, if funding is approved.

Field tracking applications

368. The amount of $285,000 is proposed for implementing information technology tools for uniformed peacekeeping personnel tracking and situational awareness in field operations. Personnel in the field are required to be highly mobile and to be dispersed over large areas. The effectiveness of a mission derives from the ability of managers to direct personnel throughout the field in a coordinated manner. Given the large size of the missions that are being established, DPKO has identified the ability to track personnel and vehicles in real time using technologies such as global positioning satellites as an important operational need. It is proposed that for those personnel in field operations that are engaged in monitoring, observation and patrolling, a computer system be implemented that makes it possible to see personnel throughout the mission area. Extensive and detailed engagement has been undertaken to assess needs and to ensure that this initiative is coordinated with the global warden system being proposed by the Department of Safety and Security.

369. The peacekeeping mission training tools initiative aims to deliver a tool that would serve as a platform to track personnel throughout the area of a peacekeeping operation using a combination of global positioning satellite technologies, visualization technologies and technologies that support collaboration. In order to support the implementation of field tracking applications, an e-training delivery platform is proposed for field missions. This e-learning tool would be used for training personnel in the use of the field tracking system, in particular for military and civilian police command structures as well as areas such as contingent-owned equipment, peacekeeping best practices, integrated training service, civilian and military cooperation and the joint military analysis centres. The tool would be integrated with the existing web-based training management system currently hosted in UNLB and used by mission personnel, and would ensure the effective use of field tracking applications in the field mission context. The tool was proposed in 2010/11 but, owing to limited funding approved for non-post resources, the Department reprioritized activities and this tool was not developed. It is expected that the tool will be developed and implemented in field operations in 2011/12, if funding is approved.

370. The peacekeeping police tracking initiative aims to provide a performance management tool for police personnel in peacekeeping missions. As an ancillary part of the overall support provided to civilian police, the tool would also address the need for a modular system to support the Police Division's human resources activities (selection, recruitment, clearance and deployment of personnel and provision of relevant tour-of-duty information). The tool was proposed in 2010/11 but, owing to limited funding approved for non-post resources, the Department reprioritized activities and this tool was not developed. It is expected that the tool will be developed and implemented in field operations in 2011/12, if funding is approved.

371. The variance is attributable to the change in requirements associated with the stage of development or implementation of previously approved information technology projects in peacekeeping operations and the contractual rates for ongoing support services.

C. Department of Management

(a) Human resources requirements

Category	Approved support account posts 2010/11	Redeployment, reassignment, reclassification	General temporary assistance conversions	Additional new posts requested	Total proposed 2011/12	Change
Professional and higher						
Under-Secretary-General	—	—	—	—	—	—
Assistant Secretary-General	—	—	—	—	—	—
D-2	1	—	—	—	1	—
D-1	3	—	—	—	3	—
P-5	12	—	—	—	12	—
P-4	60	—	—	—	60	—
P-3	52	—	—	1	53	1
P-2/P-1	7	—	—	—	7	—
Subtotal	135	—	—	1	136	1
General Service and other						
Principal level	6	—	—	—	6	—
Other level	87	—	—	—	87	—
Subtotal	93	—	—	—	93	—
Total	228	—	—	1	229	1

(b) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2009/10)	Apportionment (2010/11)	Cost estimates (2011/12)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	30 254.3	33 290.2	32 860.1	(430.1)	(1.3)
II. Non-post resources					
General temporary assistance	5 802.5	5 972.6	7 422.3	1 449.7	24.3
Consultants	1 375.8	1 487.2	4 430.0	2 942.8	197.9
Official travel	2 352.4	1 799.9	1 708.7	(91.2)	(5.1)
Facilities and infrastructure	20 889.8	21 615.0	21 473.0	(142.0)	(0.7)
Communications	555.5	491.8	481.3	(10.5)	(2.1)
Information technology	3 047.3	3 205.2	3 855.9	650.7	20.3
Other supplies, services and equipment	7 883.9	10 092.8	9 702.8	(390.0)	(3.9)
Subtotal II	41 907.2	44 664.5	49 074.0	4 409.5	9.9
Total (I+II)	72 161.5	77 954.7	81 934.1	3 979.4	5.1
Enterprise resource planning[a]	28 516.5	57 033.0	47 185.2	(9 847.8)	(17.3)
Total	100 678.0	134 987.7	129 119.3	(5 868.4)	(4.3)

[a] Pursuant to General Assembly resolution 64/243 and based on the estimate presented in the second progress report of the Secretary-General on the enterprise resource planning project (A/65/389), it is proposed that requirements related to enterprise resource planning in the amount of $47,185,200 be funded from the support account for the period from 1 July 2011 to 30 June 2012.

1. Office of the Under-Secretary-General

(a) Results-based-budgeting framework

372. The organization and functions of the Office of the Under-Secretary-General for Management are contained in the Secretary-General's bulletin entitled "Organization of the Secretariat of the United Nations" (ST/SGB/1997/5) and the amendment thereto (ST/SGB/2002/11), in conjunction with the Secretary-General's bulletin entitled "Organization of the Department of Management" (ST/SGB/2003/15).

373. The Department of Management is composed of the Office of the Under-Secretary-General for Management, the Office of Programme Planning, Budget and Accounts, the Office of Human Resources Management, the Office of Central Support Services, the Office of the Capital Master Plan and the Office of the Independent Inquiry Committee. The Office of the Under-Secretary-General for Management is responsible for the formulation of the Organization's management policies and has overall responsibility for the management of financial and human resources as well as the support operations and services of the Organization, including for field operations.

374. The Office of the Under-Secretary-General for Management comprises the secretariat for the Headquarters Committee on Contracts and the Headquarters Property Survey Board, the Management Support Service, the Office of Enterprise Resource Planning (Umoja), the secretariat of the Administrative and Budgetary Committee (Fifth Committee) of the General Assembly and of the Committee for Programme and Coordination, the Management Evaluation Unit, the Policy and Oversight Coordination Service and the Executive Office of the Department of Management.

375. The secretariat for the Headquarters Committee on Contracts and the Headquarters Property Survey Board provides services to facilitate the review by the Committee and the Board, of the proposed procurement cases and disposal of assets, and recommendations to the decision makers in conjunction with financial regulation 5.12. This includes providing training, monitoring and policy guidance to the local committees on contracts and the local property survey boards.

376. The Office of the Under-Secretary-General for Management is also responsible for implementation of a pilot project under the general framework of United Nations procurement reform. With regard to such reform, the Secretary-General has identified a range of measures to improve and tighten procedures for procurement, including the establishment of an independent bid protest system (see A/60/692, proposals 13-15). In its resolutions 61/246 and 62/269, the General Assembly requested the establishment of the bid protest system as a pilot project.

377. The Management Support Service, in collaboration with DPKO/DFS, streamlines current business processes and develops business process re-engineering capacity within the Secretariat. Building on a needs assessment, the Departments of Management, Peacekeeping Operations and Field Support designated planning, personnel and procurement as broad priority areas for business process improvement. In addition, the Management Support Service identifies and prioritizes projects matching the strategic goals of the Secretariat and continues to develop the in-house capacity needed to employ proven, globally recognized methodologies in a manner that is optimal for the integration of those methodologies

into the Secretariat's organizational structure. In this regard, the Lean Six Sigma business process improvement capacity-building programme has joined forces with the Umoja team to integrate the business process improvements best suited to enterprise resource planning tools together with those best suited to Lean Six Sigma in order to achieve optimal solutions.

378. The Fifth Committee secretariat provides substantive and technical services in support of the work of the Fifth Committee of the General Assembly, which is entrusted with responsibilities for administrative and budgetary matters. Based on the reports of the Committee, the Assembly considers and approves the budget of the Organization in accordance with Article 17 of the Charter of the United Nations. This function was reaffirmed by the Assembly in its resolution 45/248 B, section VI.

379. The responsibilities of the secretariat of the Fifth Committee include: (a) provision of proactive assistance to the Chair and Bureau of the Fifth Committee, strengthening and facilitating their work, including provision of analytical and historical information on the proceedings of the Committee; and (b) provision of proactive assistance to representatives of Member States on all matters relating to the effective scheduling and conduct of meetings, including the provision of an advance programme of work and the timely issuance of reports and communications.

380. The mandate of the Management Evaluation Unit was established in General Assembly resolution 62/228, entitled "Administration of justice at the United Nations", and in provisional Staff Rules 11.2 and 11.3.

381. During the budget period, the Unit will conduct prompt management evaluations of contested administrative decisions to determine whether those decisions comply with the Organization's applicable regulations, rules and policies. The Unit assists the Under-Secretary-General for Management in providing staff members requesting management evaluation with timely, written and reasoned responses regarding the outcome of management evaluations.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Positive feedback from Member States on services provided by the secretariat of the Fifth Committee and the Committee for Programme and Coordination

Outputs

Fifth Committee secretariat

- Provision of technical and substantive secretariat support to 110 formal and informal meetings of the Fifth Committee on peacekeeping matters, including advice on procedures, 30 draft resolutions and 30 reports of the Committee for adoption by the General Assembly
- Preparation of notes on the programme of work and the status of documentation and preparation of 25 procedural notes on peacekeeping-related items for the presiding officer of the Fifth Committee
- Maintenance and update of the webpages of the Fifth Committee relating to peacekeeping matters

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of field operations	**3.1 Reduce the average processing time of 7.5 business days for Headquarters Committee on Contracts cases (2009/10: 6.4 days; 2010/11: 5.5 days; 2011/12: 7.5 days)**
	3.2 Increase the proportion of members of local committees on contracts trained in the relevant mandatory basic training to 90 per cent (2009/10: 79 per cent; 2010/11: 85 per cent; 2011/12: 90 per cent)
	3.3 95 per cent of implemented management support projects meet expectations to enable efficient and effective peacekeeping (2009/10: 95 per cent; 2010/11: 95 per cent; 2011/12: 95 per cent)
	3.4 Review and respond to all management evaluation cases filed by peacekeeping staff members within 45 days (2009/10: 45 days; 2010/11: 45 days; 2011/12: 45 days)
	3.5 Maintain the percentage of cases proceeding to the United Nations Dispute Tribunal for formal litigation, i.e., a remedy was found or the original decision was overturned (2009/10: 40 per cent; 2010/2011: 40 per cent; 2011/12: 40 per cent)

Outputs

Secretariat of the Headquarters Committee on Contracts and Headquarters Property Survey Board

- **95 Headquarters Committee on Contracts meetings and 20 Headquarters Property Survey Board meetings**
- **Review of 700 procurement actions and 400 disposal actions per fiscal period**
- **Organization of 20 training courses for members of local committees on contracts and local property survey boards in field operations**
- **Organization of one biannual conference of Chairs of the local committees on contracts**
- **Registration of 100 staff for the online training course of the Headquarters Committee on Contracts**
- **Registration of 100 participants for the Headquarters Committee on Contracts's community of practice**
- **3 assessment visits to field operations to monitor and assess the performance of local committees on contracts**
- **Provision of services to the secretariat of the Award Review Board, including the review of 20 cases and the organization of 1 workshop on best industry practices**

Management Support Service

- **Conduct of client surveys to measure effectiveness of management support projects for field operations, in particular in the areas of business process improvement, change management and organizational design**
- **Implementation of business process improvement capacity-building programme covering 3 areas in peacekeeping-related entities at Headquarters**

Management Evaluation Unit

- **Provision of 87 reasoned decisions on behalf of the Secretary-General on whether the request for management evaluation by peacekeeping staff members is receivable and, if it is, whether the contested administrative decisions comply with the applicable rules and regulations**

- **Provision of 5 reasoned decisions on requests for the suspension of action submitted to the Secretary-General in cases involving the separation from service of peacekeeping staff members**
- **Identification of systemic issues in respect of the decision-making authority of managers serving in peacekeeping missions and issuance of guidance based on lessons learned**

External factors

No significant increase in the number of cases received from field operations for review by the Headquarters Committee on Contracts and the Headquarters Property Survey Board. The accomplishments of the Management Evaluation Unit depend on the timeliness and sufficiency of managers' comments and on the absence of a significant increase in the caseload

(b) Human resources requirements

Category	*Approved support account posts 2010/11*	*Redeployment, reassignment, reclassification*	*General temporary assistance conversions*	*Additional new posts requested*	*Total proposed 2011/12*	*Change*
Professional and higher						
Under-Secretary-General	—	—	—	—	—	—
Assistant Secretary-General	—	—	—	—	—	—
D-2	—	—	—	—	—	—
D-1	1	—	—	—	1	—
P-5	—	—	—	—	—	—
P-4	3	—	—	—	3	—
P-3	3	—	—	1	4	1
P-2/P-1	—	—	—	—	—	—
Subtotal	7	—	—	1	8	1
General Service and other						
Principal level	—	—	—	—	—	—
Other level	1	—	—	—	1	—
Subtotal	1	—	—	—	1	—
Total	8	—	—	—	9	1

(c) Financial resource requirements

(Thousands of United States dollars)

Category	*Expenditures (2009/10)*	*Apportionment (2010/11)*	*Cost estimates (2011/12)*	*Variance*	
				Amount	*Percentage*
	(1)	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	1 462.2	1 338.8	1 457.1	118.3	8.8
II. Non-post resources					
General temporary assistance	733.4	301.9	856.2	554.3	183.6
Consultants	37.7	198.6	198.0	(0.6)	(0.3)

Category	*Expenditures (2009/10)*	*Apportionment (2010/11)*	*Cost estimates (2011/12)*	*Variance*	
				Amount	*Percentage*
	(1)	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
Official travel	315.9	215.2	174.8	(40.4)	(18.8)
Facilities and infrastructure	20 889.8	21 615.0	21 473.0	(142.0)	(0.7)
Communications	461.5	398.0	481.3	83.3	20.9
Information technology[a]	29 717.4	58 058.0	48 156.2	(9 901.8)	(17.1)
Other supplies, services and equipment	6 629.6	8 142.6	8 407.8	265.2	3.3
Subtotal II	58 785.3	88 929.3	79 747.3	(9 182.0)	(10.3)
Total	60 247.5	90 268.1	81 204.4	(9 063.7)	(10.0)

[a] The proposal for information technology includes an amount of $47,185,200 for the support account for peacekeeping operations' share for the enterprise resource planning project, pursuant to General Assembly resolution 64/243.

(d) Justification of posts

Management Evaluation Unit

Legal Officer (1 P-3, resubmission)

382. The current staffing establishment of the Management Evaluation Unit includes 6 posts (1 P-5, 2 P-4 and 3 General Service (OL)) and 1 general temporary assistance position (P-4), funded by the regular budget. There are currently no posts funded by the support account in the Unit. The core functions of the Unit are: (a) to conduct prompt, impartial and objective management evaluations of contested administrative decisions to determine whether they comply with the internal rules of the Organization; (b) to assist the Under-Secretary-General for Management in providing the staff member requesting the review with a prompt and reasoned response regarding the outcome of the evaluation; and (c) to assist the Under-Secretary-General in ensuring managerial accountability by ensuring managers' compliance with their responsibilities in the management of human and financial resources of the Organization. The management evaluation is the first phase in the formal system of administration of justice at the United Nations. The main objective of the management evaluation process is to provide the Administration with an opportunity to ensure that contested administrative decisions that do not comply with the internal rules of the Organization are resolved at the management evaluation stage so that the Organization does not unnecessarily incur the costs of litigation before the United Nations Dispute Tribunal. The management evaluation process also serves to reduce the number of cases brought before the Dispute Tribunal by facilitating the informal resolution of contested administrative decisions, where appropriate, and by increasing the transparency of the decision-making process in cases where the contested administrative decision is upheld.

383. From its inception on 1 July 2009 to 31 December 2010, the Management Evaluation Unit received a total of 609 cases from staff members and former staff members of the Secretariat, including at Headquarters, offices away from Headquarters, regional commissions and peacekeeping and special political missions (see table below). Based on available statistics, the number of cases received by the Unit between 1 July 2009 and 31 March 2010 represented a 95 per

cent increase over the number of cases received for administrative review under the former system during the corresponding period, between 1 July 2008 and 31 March 2009. Furthermore, from 1 July 2009 to 30 June 2010, there was a significant increase in the number of requests for management evaluation submitted by staff members to the Unit. There was a 39 per cent increase in cases submitted between 1 January 2010 and 31 March 2010 compared with the number of cases submitted between 1 October 2009 and 31 December 2009, and a 20 per cent increase in the number of cases submitted between 1 April 2010 and 30 June 2010 compared with the number of cases submitted between 1 January 2010 and 31 March 2010. The number of cases submitted for management evaluation levelled off after 30 June 2010, with a notable decrease in the number of cases submitted while the General Assembly was in session. An average of one case per day was submitted for management evaluation between 1 July 2010 and 31 December 2010.

Table
Breakdown of cases by duty station/entity of the staff member

	1 July 2009-30 June 2010	*1 July 2010-31 December 2010*
Peacekeeping missions[a]	82	46
Special political missions	29	11
Headquarters	65	42
Economic and Social Commission for Western Asia	51	3
United Nations Office at Geneva[b]	48	31
United Nations Office at Nairobi[c]	37	5
Economic Commission for Africa	28	7
International Criminal Tribunal for the Former Yugoslavia	20	6
International Criminal Tribunal for Rwanda	13	4
United Nations Office at Vienna[d]	11	9
Economic and Social Commission for Asia and the Pacific	4	3
Economic Commission for Europe	3	0
United Nations Convention to Combat Desertification	2	0
Economic Commission for Latin America and the Caribbean	1	1
Other[e]	6	5
Mis- or re-routed	28	9
Total	428	181

[a] This figure includes all staff members serving in peacekeeping missions, DFS/DPKO staff at Headquarters and staff at Headquarters whose posts are funded by the support account.

[b] This figure includes the United Nations Conference on Trade and Development, the Office of the United Nations High Commissioner for Human Rights and other Geneva-based entities.

[c] This figure includes the United Nations Environment Programme and other Nairobi-based entities.

[d] This figure includes the United Nations Office on Drugs and Crime and other Vienna-based entities.

[e] For example, the United Nations University, the Joint Inspection Unit, the United Nations Institute for Training and Research, the International Commission against Impunity in Guatemala, as well as candidates who have passed the competitive national recruitment examination, former interns and non-United Nations staff members.

384. Staff members serving in peacekeeping missions constituted the single largest group of requestors for management evaluation in the Organization, accounting for 19 per cent of all such requests from 1 July 2009 to 30 June 2010. The percentage of requests received from peacekeeping missions increased 12 per cent during the period between 1 July 2010 and 31 December 2010 compared with the period between 1 July 2009 and 30 June 2010. Thus, while the overall number of requests submitted to the Management Evaluation Unit levelled off during that period, the percentage of requests received from staff members serving in peacekeeping missions increased. The Unit expects that percentage to increase further during the period between 1 July 2011 and 30 June 2012, particularly as staff members in peacekeeping operations gain greater awareness of the new system of administration of justice and have increased access to the formal system through the outreach programme of the Office of Staff Legal Assistance and through other stakeholders in the system of administration of justice. The Unit considers its estimated increase in requests for management evaluation from peacekeeping missions of 15 per cent during the period from 1 July 2011 to 30 June 2012 compared with the previous period to be a conservative one, and anticipates that such requests will account for 25 per cent of its total caseload from 1 July 2011 to 30 June 2012. In the light of the fact that staff members serving in peacekeeping missions constitute the single largest group of requestors seeking management evaluation, and given the additional challenges to completing management evaluation requests submitted by staff members from peacekeeping operations, as outlined below, it is proposed that 1 Legal Officer (P-3) post be funded by the support account.

385. The Legal Officer would be required to perform various essential tasks to complete the management evaluations within the time frames prescribed by the staff rules, in other words within 30 days in the case of requests submitted by staff members at Headquarters and within 45 days in the case of requests submitted by staff members in offices away from Headquarters. Within these strict and narrow time frames, the Unit is required to review the receivability of requests for management evaluation and, where requests are determined to be not receivable, to draft a reasoned response to staff members setting out the legal grounds for such determination, a task often requiring extensive legal research.

386. The Unit is also required to draft letters to staff members acknowledging receipt of requests for management evaluation and to draft requests to decision makers for comments based on their review of the file material that are designed to elicit the information required to conduct the management evaluation. Should such information not be forthcoming, the Unit's legal officers are required to follow up with the respective decision maker. Frequently, follow-up consultations are required with the staff member, either alone or with his or her counsel. Where appropriate, the Unit's legal officers are required to take the lead on or facilitate the informal resolution of disputes between staff members and decision makers.

387. When a request for management evaluation is not resolved through informal means, the Legal Officer would draft detailed management evaluations, which set out: (a) the facts of the case; (b) the respective legal positions of the Administration and the staff member; (c) the applicable institutional legal instruments and jurisprudence; (d) the application of the relevant law to the facts; and (e) a recommended disposition of the case. The Officer would also be required to draft the ancillary documents required to implement the final decision of the Secretary-General.

388. Although additional time (15 days) is allotted for the completion of management evaluation processes arising from requests for management evaluation from staff members in offices away from Headquarters, with part of that time being allocated to decision makers in those offices to respond to requests for comments from the Management Evaluation Unit, a number of special challenges arise when conducting management evaluations requested by staff members in peacekeeping missions. For example, differences in time zones between Headquarters and the missions need to be taken into account, and decision makers and staff members in missions take regular occupational recuperative breaks, in addition to annual leave, which means they are required to be absent from the mission area. Even while on duty at the mission, decision makers and staff members often have responsibilities that keep them away from their offices. These absences pose a special challenge for engaging in consultations between the concerned parties that are vital to the management evaluation process, requiring special arrangements to be made. In addition, the completion of management evaluations requested from staff members in peacekeeping operations often involves extensive consultation with decision makers in the missions and with members of the Quality Assurance Unit in the Field Personnel Division at Headquarters, particularly when an informal resolution is explored.

389. The addition of 1 Legal Officer (P-3) post would significantly improve the ability of the Management Evaluation Unit to achieve its mandate of reducing the number of cases brought before the United Nations Dispute Tribunal within the statutorily mandated time frames, thereby avoiding significant and unnecessary costs to the Organization.

(e) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	**$1 457.1**	**$118.3**	**8.8%**

390. The amount of $1,457,100 would cover salaries, common staff costs and staff assessments for 8 continuing posts and 1 new proposed post. The variance is attributable to the proposed new post and the continuation of 1 additional post approved for 2010/11 in respect of which a delayed recruitment factor of 65 per cent (Professional category) was applied, offset, in part, by lower standard costs.

	Cost estimates	*Variance*	
General temporary assistance	**$856.2**	**$554.3**	**183.6%**

391. The proposed requirements in the amount of $856,200 would cover the continuation of 2 general temporary assistance positions and the establishment of 2 new positions, as well as maternity/sick leave coverage for the Department of Management; 12 months for the Professional category and 12 months for the General Service (OL) category, as described below.

Headquarters Committee on Contracts and the Headquarters Property Survey Board secretariat

Capacity Development Officer (1 P-4 position, continuation)

Training and Analysis Assistant (GS (OL) position, continuation)

392. The current staffing establishment of the secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board comprises 4 continuing posts (1 D-1, 1 P-4, 1 P-3, 1 General Service (OL)), funded from the support account, and 2 general temporary assistance positions (1 P-4, 1 GS (OL)) and 4 posts (1 P-5, 1 P-3, 2 General Service (OL)), funded from the regular budget. The Headquarters Committee on Contracts secretariat provides services to the Committee, which reviews proposed procurement cases worth over $500,000 ($200,000 for letters-of-assist), and to the Board, which reviews the proposed disposal of assets cases. Over 80 per cent of the cases reviewed by the Committee and the Board are related to peacekeeping missions. Since the Department of Management has final responsibility for the procurement actions of the Organization, the secretariat has been given additional functions: it conducts training of local committees on contracts members in the field (both in peacekeeping missions and in offices away from Headquarters), monitors the functioning of local committees on contracts to ensure that they have the adequate vetting capacity, and carries out analyses of systemic issues and trends based on recommendations of the Committee, among other functions.

393. The Headquarters Committee on Contracts and the Headquarters Property Survey Board have established a capacity development programme for peacekeeping missions with regard to the local committees on contracts and the local property survey boards. The programme includes policy development activities, training and monitoring of the functioning of the local committees on contracts. Given the delegation of authority, the monitoring function is construed as part of the capacity development programme. It is proposed that 1 general temporary assistance position of Policy Analysis and Monitoring Officer (P-4) and 1 general temporary assistance position of Training and Analysis Assistant (GS (OL)) be continued so that the programme can be coordinated efficiently.

394. During the period 2009/10, the Headquarters Committee on Contracts delivered 21 training courses in nine peacekeeping missions and certified 384 staff members in local committee on contracts basic and advanced courses, local property survey board and minutes writing. Having analysed the evaluations submitted by participants upon completion of these courses, the Headquarters Committee on Contracts and the Headquarters Property Survey Board observed that 95 per cent of participating staff members rated these trainings either excellent or good. In their feedback, the participants called for more regional trainings, which were seen as valuable for sharing experiences with colleagues from other missions. Participants recognized that the training courses had helped them to clarify issues that were ambiguous or not sufficiently clear and that were interfering with the discharge of their responsibilities.

Headquarters Committee on Contracts secretariat, Award Review Board

Secretary of the Award Review Board (1 P-4 position, new)

Research and Administrative Assistant (1 GS (OL) position, new)

395. In order to implement the Secretary-General's measures on procurement reform as requested by the General Assembly in its resolutions 61/246 and 62/269, the Award Review Board was established in November 2009 on a 12-month pilot basis to review procurement challenges from unsuccessful bidders and to render independent advice on the merits of those challenges to the Under-Secretary-General for Management, for final decision. The Chair of the Headquarters Committee on Contracts is temporarily acting as Registrar, with the support of a secretariat. There are currently no staffing resources dedicated to supporting the Award Review Board on a continuous and sustainable basis. Pursuant to the request of the Advisory Committee on Administrative and Budgetary Questions to be provided with workload statistics and to gradually develop a dedicated capacity for the Award Review Board on the basis of the outcome of the pilot project mentioned in paragraph 118 of A/64/753, the number of procurement challenge cases is expected to increase from 15 cases during the period from November 2009 to February 2011 to 20 cases in the 2010/11 and 2011/12 periods, of which 12 cases would require a substantive review by Award Review Board experts. It is therefore proposed that 2 new general temporary assistance positions be established: 1 Executive Secretary of the Award Review Board (P-4) and 1 Research and Administrative Assistant (GS (OL)) to support the Award Review Board.

396. Under the general guidance of the Registrar, the Executive Secretary of the Award Review Board would be responsible for the management and proper functioning of the secretariat of the Award Review Board and for the discharge of all its functions. This includes undertaking or overseeing the programmatic and administrative tasks necessary for the functioning of the Board and supervising the planning and organization of meetings. Prior to a substantive review, the Executive Secretary would ensure that all complaints submitted are eligible, complete and reviewed on time, and that decisions are communicated to all interested parties. During the review, the Executive Secretary would act as legal adviser to the members of the Board conducting and supervising legal analyses and research and providing relevant jurisprudence and advice on the drafting of the operative part of the administrative decision. Furthermore, the Executive Secretary would act as focal point for all Award Review Board queries and complaints, coordinate actions with the Registrar, the panel of experts, bidders and internal offices, develop consistent case handling procedures, identify systemic issues through a cross-cutting review of cases and draft policy and guidelines based on best practices. Following the decision, the Executive Secretary would edit and finalize decisions and ensure their timely distribution and publication. The Research and Administrative Assistant would provide assistance with regard to legal and other research, case management and administrative matters.

397. The variance is attributable to the proposed 2 new positions and general temporary assistance requirements for 12 months at the P-4 level and 12 months at the General Service (OL) level to cover maternity/sick leave in the Department of Management.

	Cost estimates	Variance	
Consultants	$198.0	($0.6)	(0.3%)

398. The amount of $198,000 is proposed for the engagement of outside experts to review the bid protest of unsuccessful vendors. The experts should be independent from the United Nations to ensure the integrity of the process. The estimates are based on statistics of the Federal Aviation Administration of the United States which is comparable to the United Nations in volume and type of procurement. It is estimated that the Secretariat of the Award Review Board would reasonably receive 12 cases for substantive review per year. It is further assumed that 10 of the cases would involve a single expert, while 2 cases would require a panel of three experts ($176,000). The amount would also provide for the engagement of 2 persons expert in specialized fields such as construction, engineering and aviation ($22,000).

	Cost estimates	Variance	
Official travel	$174.8	($40.4)	(18.8%)

399. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessment/ consultation	37 200	3 assessment visits to field operations to monitor and assess the performance of local committees on contracts
Technical support	9 800	Providing services of the Award Review Board secretariat, including the review of 20 cases and organization of 1 workshop on best industry practices
Seminars/conferences/workshops	7 200	Providing services of the Award Review Board secretariat, including the review of 20 cases and the organization of 1 workshop on best industry practices Implementation of business process improvement capacity-building programme covering 3 areas in peacekeeping-related entities at Headquarters
Training	120 600	Organization of 20 training courses of local committee on contracts and local property survey board in field operations Providing services of the Award Review Board secretariat, including the review of 20 cases and the organization of 1 workshop on best industry practices Provision of 5 reasoned decisions on requests for suspension of action submitted to the Secretary-General in cases involving separation from service of peacekeeping staff members
Total	174 800	

400. The amount of $37,200 is proposed for mission planning/assessment/ consultation-related travel to conduct field visits to MINUSTAH, UNMIS and UNOCI to monitor and assess the performance of local committees on contracts.

401. The provision of $9,800 is requested for trips to Washington, D.C., for meetings of the panel of three experts of the Award Review Board to review more complex cases.

402. The provision of $7,200 is requested for travel related to seminars/conferences/workshops for the Registrar and Executive Secretary of the Award Review Board to attend the International Public Procurement Conference to gain experience and knowledge about best practices in the industry ($3,400), and for attendance at the annual conference of the Association of Internal Management Consultants, which is the key forum in North America for the exchange of best practices for improving organizational performance, as well as for staff to attend workshops on core principles, models, tools and examples of organizational design to facilitate strategies and innovation for management within the Secretariat ($3,800).

403. The provision of $120,600 would provide for training-related travel. That amount would allow staff of the Headquarters Committee on Contracts secretariat to continue providing basic training to members of local committees on contracts in peacekeeping missions and advanced training, including on minutes writing, to members of local committee on contracts and of local property survey boards in six different field locations for a total of 15 training sessions, with emphasis on conducting training in regional offices ($114,400). It would also allow participation in the training course on judicial and court administration and caseload management offered by the International Law Institute ($4,100) and attendance at the annual meeting of the American Society of International Law to improve understanding of the principles underpinning the institutional law of international organizations, in general, and the general principles of international law applicable to cases before the Management Evaluation Unit, in particular ($2,100). The variance is attributable to reduced travel requirements related to business process improvements, change management and organizational design, particularly in relation to Umoja.

	Cost estimates	*Variance*	
Facilities and infrastructure	$21 473.0	($142.0)	(0.7%)

404. The amount of $21,473,000 would provide for the rental of premises and for alterations, improvements and furniture centrally administered by the Executive Office of the Department of Management on behalf of DPKO ($6,735,700), DFS ($7,993,700), the Department of Management ($4,641,200), OIOS ($539,500), the Executive Office of the Secretary-General ($71,500), the Ethics Office ($28,600), the Office of Legal Affairs ($349,600), the Department of Public Information ($57,200), the Department of Safety and Security ($257,400), the Office of Information and Communications Technology ($642,800) and the secretariat of the Advisory Committee on Administrative and Budgetary Questions ($14,300). The requirements also include the acquisition of office supplies for the Department of Management ($141,500).

405. The variance is attributable to non-recurring costs associated to new posts and general temporary assistant positions approved for which a provision was included in 2010/11, offset by rent for contractual personnel.

	Cost estimates	*Variance*	
Communications	**$481.3**	**$83.3**	**20.9%**

406. The estimate of $481,300 would provide for requirements centrally administered by the Executive Office on behalf of the Department of Management for commercial communications services, at the standard rate derived from past expenditure patterns ($396,200), as well as for the acquisition of standard communications equipment ($22,800) and the provision of mobile office (Citrix) tokens for critical staff to enable remote access to the United Nations server in the event that staff are unable to come to the office to carry out their duties ($59,500). The amount would also provide for videoconferencing services in the Management Support Service ($2,800). The variance is attributable to the mobile office requirements and to additional requirements related to the proposed new post and general temporary positions.

	Cost estimates	*Variance*	
Information technology	**$48,156.2**	**($9,901.8)**	**(17.1%)**

407. The estimate of $48,156,200 includes resource requirements related to enterprise resource planning in the amount of $47,185,200, based on the estimate presented in the second progress report of the Secretary-General on the enterprise resource planning project (A/65/389). An estimated $893,700 would cover requirements, centrally administered by the Executive Office on behalf of the Department of Management, for the maintenance and repair of information technology equipment based on standard service-level agreements established by the Office of Information and Communications Technology ($441,500) and the support account share ($275,400) of central information technology infrastructure costs (information storage and backup, application hosting, departmental servers) derived from past expenditure patterns as well as the acquisition of new and replacement standard information technology equipment ($176,800). The amount of $77,300 would cover contractual service requirements for the maintenance of online resources of the Headquarters Committee on Contracts (the electronic Committee on Contracts and the electronic Award Review Board). The variance is mainly attributable to the reduced requirements related to enterprise resource planning.

	Cost estimates	*Variance*	
Other supplies, services and equipment	**$8,407.8**	**$265.2**	**3.3%**

408. The amount of $8,407,800 would cover the after-service health insurance costs for retired peacekeeping staff ($8.4 million), which is based on the projected annual population during 2011/12 and past period expenditure patterns; training fees for participation in the course on judicial and court administration and caseload management offered by the International Law Institute ($4,000); training fees for the Management Evaluation Unit ($2,300); and promotional material for the Management Support Service ($1,500). The variance is attributable to the increase in the projection for after-service health insurance costs.

2. Office of Programme Planning, Budget and Accounts

(a) Results-based-budgeting framework

409. The core functions of the Office of Programme Planning, Budget and Accounts are outlined in the Secretary-General's bulletin ST/SGB/2003/16. The Office comprises the Office of the Controller, the Financial Information Operations Service, the Accounts Division, the Peacekeeping Financing Division, the Programme Planning and Budget Division and the Treasury.

410. The Office will, during the budget period, contribute to a number of expected accomplishments, established by the General Assembly, by delivering the related key outputs shown in the frameworks below. In addition, the Office will be fully engaged in the further advancement of the financial modules of the Umoja project. The indicators of achievement will measure progress towards such accomplishments during the budget period.

411. The Peacekeeping Financing Division will continue to provide guidance on policies, procedures and methodology for estimating the resource requirements of 13 active field operations, UNLB and the support account for field operations; to prepare annual budget and performance reports for field operations and the support account, and ad hoc reports on administrative and budgetary aspects; and to provide substantive committee servicing. The Office continues to monitor the cash-flow status of the special accounts for each field operation, to authorize payment to Governments for settlement of their certified contingent-owned equipment claims and determine average monthly troop strengths, to establish amounts reimbursable and initiate payments for troop and formed police unit cost reimbursement to Governments, and to provide training on fund monitoring.

412. The Accounts Division will continue to provide financial services, including payroll, payment and insurance, to field operations; carry out control and monitoring functions; provide financial guidance and assistance; and prepare the peacekeeping financial statements. The Division will continue its efforts to improve processes to achieve efficiencies in meeting growing demands. With regard to IPSAS, the Office continues its work to implement IPSAS-compliant accounting policies, develop the related procedures and undertake relevant training for affected staff.

413. The Treasury will continue to provide guidance on policies and procedures related to Treasury and banking operations to field operations. In addition, the Treasury will continue to manage the investments and liquidity of peacekeeping funds; execute monthly remittances to field operations; execute payroll payments (including education grants) to internationally recruited staff members; print and distribute cheques for the reimbursement of income tax to United States tax-paying staff members assigned to field operations; process the amendment to the bank account signatory panels; and provide technical support and guidance on the use of various banking systems.

414. The Financial Information Operations Service will continue to maintain and enhance financial information technology systems that support the mandates of the Office of Programme Planning, Budget and Accounts, providing business analysis for requested changes in required systems and producing reports that provide information about financial activities. The priorities of the Service are to ensure that systems are maintained and are continually available so that the offices of the Office

of Programme Planning, Budget and Accounts can carry out their financial activities in a timely manner and thereby respond to the needs of Member States. The main challenge of the Financial Information Operations Service is to maintain existing systems and meet the changing business requirements of the Office of Programme Planning, Budget and Accounts while awaiting the implementation of the Umoja project.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 100 per cent of deadlines for the submission of reports to the Department for General Assembly and Conference Management are met: 30 December 2011 for all performance reports and the report on closed field operations; 31 January 2012 for active field operations on the normal budget preparation cycle; 29 February 2012 for the support account and UNLB (2009/10: 87 per cent; 2010/11: 100 per cent; 2011/12: 100 per cent) 1.2 Positive feedback from the Advisory Committee on Administrative and Budgetary Questions and the General Assembly on the format and presentation of peacekeeping budgets, performance reports and other related reports 1.3 Provision of responses to requests for supplementary information from the Fifth Committee and the Advisory Committee on Administrative and Budgetary Questions no later than 5 working days after their receipt (2009/10: 5 days; 2010/11: 5 days; 2011/12: 5 days) 1.4 Positive opinion of the United Nations Board of Auditors on the peacekeeping financial statements 1.5 Financial statements are available to the Board of Auditors within 3 months of the end of the financial period (2009/10: 3 months; 2010/11: 3 months; 2011/12: 3 months) 1.6 Monthly status of contributions available online by the end of the following month (2009/10: 1 month; 2010/11: 1 month; 2011/12: 1 month)

Outputs

Peacekeeping Financing Division

- 26 reports on budget performance and budget estimates for 13 active field operations; 2 reports on budget performance for UNOMIG and MINURCAT; and 1 report on the disposition of assets for UNMEE
- 1 report on the updated financial position of 23 closed field operations
- 8 reports and notes on the administrative and budgetary aspects of the financing of United Nations field operations, including the overview report, support account for peacekeeping operations and UNLB

- 17 supplementary information packages to the Advisory Committee on Administrative and Budgetary Questions for 13 active field operations, budget performance for MINURCAT and UNOMIG, UNLB and the support account for field operations
- Review and coordination of responses to follow-up questions from legislative bodies on 13 active field operations and UNLB, MINURCAT, UNOMIG, the support account and cross-cutting issues

Accounts Division

- 3 consolidated and 45 individual mission financial statements with 14 schedules and notes to the financial statements
- Status of contributions available online, including summary information and outstanding assessed contributions

Financial Information Operations Service

- Maintenance, updating and operation of computerized budget and finance information systems; management of data structure and system control; local area network administrative functions
- Maintenance of charts of accounts and other finance-related reference tables in IMIS; development and enhancement of ad hoc applications
- Enhanced financial management reports

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of field operations	3.1 Liabilities for troops and formed police units do not exceed 3 months (2009/10: liabilities do not exceed 3 months except at 2 active field operations; 2010/11: 3 months; 2011/12: 3 months)
	3.2 90 per cent of respondents to client surveys rate the guidance provided by the Peacekeeping Financing Division on budgetary policies and procedures as at least good or very good (2009/10: 70 per cent of respondents in the field indicated that the guidance was timely and 65 per cent indicated that the guidance was useful and of good quality; 2010/11: 90 per cent; 2011/12: 90 per cent)
	3.3 Processing of payments to troop-contributing countries within the required time frames and in accordance with payment instructions provided by Member States (2009/10: yes; 2010/11: yes; 2011/12: yes)
	3.4 90 per cent of the Headquarters payments to international staff in field operations are processed within 30 working days of the receipt of supporting documentation (2009/10: 83 per cent; 2010/11: 90 per cent; 2011/12: 90 per cent)
	3.5 90 per cent of payments of invoices to vendors and travel claims from staff are processed within 30 working days of the receipt of supporting documentation (2009/10: 90 per cent; 2010/11: 90 per cent; 2011/12: 90 per cent)

3.6 Provision of advice on insurance terms for peacekeeping contracts referred to the Insurance and Disbursement Service within 30 working days of the receipt of the request (2009/10: 100 per cent; 2010/11: 100 per cent; 2011/12: 100 per cent)

3.7 95 per cent of communications to Member States for contributions processed within 30 days after the adoption of resolutions and related instructions by the Peacekeeping Financing Division (2009/10: 95 per cent; 2010/11: 95 per cent; 2011/12: 95 per cent)

3.8 Requests for delegation of authority are approved and processed within 2 weeks (2009/10: 100 per cent; 2010/11: 100 per cent; 2011/12: 100 per cent)

3.9 100 per cent of payments requested for peacekeeping accounts processed within 2 business days (2009/10: 100 per cent; 2010/11: 100 per cent; 2011/12: 100 per cent)

3.10 Peacekeeping support account investment pool rate of return is equal to or above the 90-day United States Treasury bill interest rate for United States dollar investments (United Nations benchmark)

3.11 100 per cent availability of service support to users (2009/10: 100 per cent; 2010/11: 100 per cent; 2011/12: 100 per cent)

3.12 Percentage of respondents to client surveys rate the service provided and the ease of access to financial information as at least good or very good (2009/10: 94.5 per cent; 2010/11: 90 per cent; 2011/12: 90 per cent)

Outputs

Peacekeeping Financing Division

- **Policy guidance to 13 field operations, UNLB and 11 Headquarters departments and offices on the formulation of budget proposals and performance reports, including on financial rules and regulations, policies and procedures, results-based-budgeting and recommendations of legislative bodies, and establishment of related trust funds, through, inter alia, the organization of a workshop in cooperation with representatives from the Field Budget and Finance Division of DFS for budget staff from the field operations and a briefing for Headquarters departments and offices on the preparation of budget proposals for the support account**
- **Visits to 4 field operations to provide strategic advice and on-site assistance on budgetary and financial issues**
- **300 funding authorizations for field operations, UNLB, Headquarters departments and offices and peacekeeping trust funds on an ongoing basis**
- **13 field operations, 1 UNLB and 11 Headquarters departments and offices staffing table authorizations**
- **20 financial reports to donors for peacekeeping trust funds**

- **Organization and conduct of videoconferences with field operations and UNLB, as and when required, on pending budget assumptions and justification issues during the performance and budget report finalization phase**
- **Training of personnel in 1 field operation on the funds monitoring tool**

Accounts Division

- **Provision of advice to field operations on financial regulations and rules, accounting policies, procedures and practices, and insurance matters**
- **Provision of training and policy guidance to field finance operations on improved internal controls and rectification of audit findings**
- **Deployment of awareness and conceptual training on IPSAS**
- **Processing of 20,000 payments to Member States, staff and vendors**
- **Processing of 10,000 education grant claims and advances**
- **Negotiation and administration of 12 insurance policies that cover field operations, including the master aviation policy and the worldwide vehicle policy**
- **Provision of health and life insurance to all eligible international and national peacekeeping staff and dependants**
- **Settlement of peacekeeping commercial insurance claims and of claims reviewed by the Advisory Board on Compensation Claims**
- **Processing of 4,000 investment settlements for field operations in accordance with industry standards**
- **Issuance of 250 daily, 12 monthly and 2 semi-annual investment and cash management reports for field operations**
- **Timely issuance of the assessment letters and comprehensive reminder to Member States regarding unpaid assessments**
- **Processing of 3,000 receipts from Member States for contributions for field operations and maintenance of accurate and up-to-date unpaid contributions records**
- **Effective servicing of the Committee on Contributions by providing all requested data in a timely manner**
- **Delegation to field finance officers of the authority to act as approving officers**

Treasury

- **United States dollar funds of peacekeeping accounts invested in accordance with United Nations approved guidelines**
- **Execution of approximately 2,300 electronic fund transfers, 500 foreign exchange purchases and 1,000 investment settlements**
- **Execution of approximately 70,000 payroll payments to approximately 6,000 staff members funded from peacekeeping accounts**
- **Recording of approximately 2,500 incoming payments for $6 billion to peacekeeping accounts and transfer of approximately 600 remittances for $2.5 billion to peacekeeping bank accounts**

- **Processing of approximately 180 bank signatory amendments for peacekeeping bank accounts**

Office of the Controller

- **Monitoring of delegation of financial authority for field operations**
- **Monitoring of audit recommendations pertaining to accounting and budgetary aspects of peacekeeping**

Financial Information Operations Services

- **Maintenance, updating and operation of computerized budget and finance information systems; management of data structure and system control; local area network administrative functions**
- **Maintenance of charts of accounts and other finance-related reference tables in IMIS**
- **Maintenance of troop cost and claims reimbursement system**
- **Development and enhancement of ad hoc financial applications**
- **Enhanced financial management reports**

External factors

Assessments will be paid promptly; adequate insurance policies for field operations will be offered continuously by the insurance industry. Interest rates and rates of return, and the exchange rate of the United States dollar and other currencies will be favourable. Requests for delegation of financial authority are received on a timely basis

(b) Human resources requirements

Category	*Approved support account posts 2010/11*	*Redeployment, reassignment, reclassification*	*General temporary assistance conversions*	*Additional new posts requested*	*Total proposed 2011/12*	*Change*
Professional and higher						
Under-Secretary-General	—	—	—	—	—	—
Assistant Secretary-General	—	—	—	—	—	—
D-2	1	—	—	—	1	—
D-1	1	—	—	—	1	—
P-5	6	—	—	—	6	—
P-4	23	—	—	—	23	—
P-3	19	—	—	—	19	—
P-2/P-1	1	—	—	—	1	—
Subtotal	51	—	—	—	51	—
General Service and other						
Principal level	4	—	—	—	4	—
Other level	40	—	—	—	40	—
Subtotal	44	—	—	—	44	—
Total	95	—	—	—	95	—

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2009/10) (1)	Apportionment (2010/11) (2)	Cost estimates (2011/12) (3)	Variance Amount (4)=(3)-(2)	Variance Percentage (5)=(4)÷(2)
I. Post resources	12 199.8	13 666.1	13 455.1	(211.0)	(1.5)
II. Non-post resources					
General temporary assistance	2 961.9	1 852.9	2 423.9	571.0	30.8
Consultants	179.9	1 037.1	3 529.0	2 491.9	240.3
Official travel	340.0	355.3	339.3	(16.0)	(4.5)
Information technology	707.4	773.4	921.1	147.7	19.1
Other supplies, services and equipment	229.3	527.0	305.5	(221.5)	(42.0)
Subtotal II	**4 148.5**	**4 545.7**	**7 518.9**	**2 973.2**	**65.4**
Total	**16 348.3**	**18 211.8**	**20 974.0**	**2 762.2**	**15.2**

(d) Analysis of resource requirements[1]

	Cost estimates	Variance	
Posts	$13 455.1	($211.0)	(1.5%)

415. The amount of $13,455,100 would cover salaries, common staff costs and staff assessments for the 95 continuing posts. The variance is attributable to lower standard salary costs, offset by the continuation of additional posts approved for 2010/11 in respect of which delayed recruitment factors of 65 per cent (Professional category) were applied.

	Cost estimates	Variance	
General temporary assistance	$2 423.9	$571.0	30.8%

416. The amount of $2,423,900 would cover the continuation of 13 continuing general temporary assistance positions and the re-establishment of 4 new general temporary assistance positions associated with IPSAS that were not continued during the 2010/11 period, as described below.

Accounts Division

Peacekeeping Accounts Section

Policy Guidance and Training Officer (1 P-4 position, continuation)

Strategic Deployment Stocks Officer (1 P-4 position, continuation)

Finance Assistants (3 GS (OL) positions, continuation)

417. The current staffing establishment of the Peacekeeping Accounts Section comprises 14 posts (1 P-5, 4 P-4, 4 P-3, 1 P-2, 1 GS (PL), 3 GS (OL)) funded from the support account. In addition, the Section is currently supported by 5 general

temporary positions (2 P-4, 3 GS (OL)), which it is proposed be continued. The Peacekeeping Accounts Section maintains the accounts of 14 active and 26 closed peacekeeping missions, as well as the accounts of UNLB and of strategic deployment stocks, and prepares financial statements. The Section provides guidance on financial procedures and policy to 14 field missions, UNLB and various offices in DFS. In addition, the Section approves the reimbursements of troop costs and contingent-owned equipment.

418. The position of Policy Guidance and Training Officer has been continuously provided for since the 2007/08 period. The Officer is responsible for ensuring and improving internal controls in the financial operations of peacekeeping missions. In addition, the Officer's functions include providing pertinent advice on accounting policies, financial procedures and practices, and following up on the implementation of audit recommendations for all active peacekeeping missions. During the 2009/10 period, the Officer received on average 20 queries per month on policy and accounting issues from field missions. In the upcoming period, the Officer will continue to provide guidance and advice on field finance systems, and conduct hands-on training in field missions on topics such as: analysis of accounts payable and expenditure patterns, prior-period obligations and corrective accounting entries.

419. The position of the Strategic Deployment Stocks Officer has been continuously provided for since the 2007/08 period for the accurate accounting of transactions related to the strategic deployment stocks and the review of related accounting guidelines. Owing to the increasing need to respond to the exigencies of missions in a timely manner and to get the best possible use out of the strategic deployment stocks, as well as the year-round rotation of the stocks, the position of Strategic Deployment Stocks Officer has been required continuously. After reviewing the operations of strategic deployment stocks for the 2008/09 period, the Board of Auditors recommended that the monitoring of slow-moving strategic deployment stocks should be strengthened to avoid deterioration and obsolescence. This will translate into more movements and transactions of strategic deployment stocks, regardless of whether new missions are established or existing ones are expanded. Moreover, the operation of strategic deployment stocks will be affected by the recent approval of one of the financial elements of the global field support strategy, which has enabled the immediate release of stocks for a value of up to $50 million, in addition to the commitment authority of $100 million, upon the authorization of the establishment of a new mission or the expansion of an existing mission. The volume of transactions involving strategic deployment stocks is expected to show a further increase in the fiscal period 2011/12.

420. The functions of this position include the review and updating of the Strategic Deployment Stocks Accounting Guidelines, in consultation with DFS, which requires monitoring of relevant operations over multiple years to identify processes that may need improvement and streamlining. As recommended by OIOS, the current Accounting Guidelines should be reviewed and streamlined. The development of the global field support strategy may also require further review of transaction processes and revision of the Accounting Guidelines in upcoming years.

421. The 3 General Service (OL) Finance Assistant positions have been continuously provided to the Peacekeeping Accounts Section for many years (2 positions for more than 12 years and 1 position since the 2003/04 period). Between the fiscal period 2003/04, when the general temporary assistance resources

were last strengthened and the period 2009/10, the number of accounting transactions has increased by 65 per cent, from 298,000 to 491,000 transactions. Even with the stabilization or downsizing of the level of peacekeeping operations, the tasks performed by these positions are not expected to decrease to the level of the 2003/04 period or below in the foreseeable future.

Health and Life Insurance Section

Finance Assistant (1 GS (OL), continuation)

422. The current staffing establishment of the Health and Life Insurance Section comprises 4 posts (1 P-4, 3 GS (OL)) funded by the support account. It is proposed that 1 general temporary position at the General Service (OL) level of Finance Assistant be continued in the Health and Life Insurance Section. The Section manages the insurance for staff and their families. The workload of the Section is directly related to the number of staff administered by Headquarters. The tasks of the Section include servicing clients in peacekeeping operations by processing insurance applications for new and reappointed staff, communicating with clients (staff members, their relatives and administrative officers), responding to queries and following up on the status of claims.

423. The position was approved in 2010/11 to catch up with the workload that had accumulated owing to the continuous increase in peacekeeping staff in recent years. Additionally, the harmonization of approximately 6,000 staffing contracts in July 2009 resulted in the offering of insurance benefits to more staff, which further increased the workload of the Section. Although it is envisaged that the level of peacekeeping operations will stabilize, the tasks of this position are not expected to decrease for the time being. Accordingly, it is requested that this General Service (OL) position be continued in the Section.

International Public Sector Accounting Standards Project Team

IPSAS Officers (2 P-4 positions, new; 2 P-3 positions, new)

424. The current staffing establishment of the IPSAS Project Team comprises 4 posts (1 P-5, 1 P-4, 1 P-3 and 1 GS (OL)) funded by the regular budget. It is proposed that the 4 IPSAS-related general temporary assistance positions (2 P-4, 2 P-3) that were not supported for continuation in the 2010/11 period, be reinstated, to drive the transition to IPSAS-compliant accounting and reporting for peacekeeping operations. The 2011/12 period will be a vital period for meeting the target date of 2014 for implementing IPSAS-compliant financial statements for peacekeeping operations. Appropriate resources must be in place to ensure the timely development of processes and detailed procedures that support IPSAS compliance, information system configuration and change management activities.

425. The mandate of the IPSAS Project Team is to lead the change to IPSAS-compliant accounting and reporting for the Organization. The Team is therefore tasked with the application of IPSAS principles to the context of the Organization and the articulation of related polices, procedures and financial statement formats. Furthermore, the Team is responsible for supporting the design and configuration of the information system that will be used to facilitate the production of IPSAS-compliant financial statements, for coordinating the determination of the IPSAS-compliant opening statement of position and for

undertaking the related change management activities that are an essential part of such a large-scale project. As this is a project that would affect the financial accounting and reporting for all volumes of financial statements for the Organization, including those for peacekeeping operations, funding is being requested from the regular budget and the support account for peacekeeping operations.

426. The 4 IPSAS Officers would be dedicated to driving the implementation of IPSAS-compliant accounting and reporting for peacekeeping operations, as described in paragraphs 426 to 429. One P-4 officer would focus on implementing the training plan for peacekeeping staff and the deployment of instructor-led training modules and handle the work related to various IPSAS-related polices and operational guidelines. The 11 instructor-led training modules, which comprise conceptual courses on IPSAS at the intermediate and advanced levels and which were developed for United Nations system-wide use, have to be enhanced with Secretariat-specific case studies and examples. The modules will then be deployed to approximately 600 peacekeeping staff, including about 250 peacekeeping staff who require training at the advanced level.

427. The other P-4 officer would focus on preparing the data supporting the balances for property, plant and equipment, and inventories at peacekeeping missions in preparation of determining IPSAS-compliant opening balances. The task will include working with consultants to determine the approach and formulating a detailed plan for this subproject with required resources, timelines and milestones, incorporating the overall timetable of the IPSAS implementation project as well as that of the enterprise resource planning project. The officer would also work with consultants to implement the approved proposals, manage the process, provide advice, review the revised data for consistency, accuracy and completeness, manage individual contractors and work with property management personnel and other officers at the individual missions charged with making preparations on the ground. The preparations will include the categorization of non-expendable property and expendable balances into property, plant and equipment and inventories and determining the IPSAS-compliant balances for each category by separating items that do not need to be capitalized and applying the selected IPSAS policies to establish starting values. The goal is to ensure that a comprehensive record of assets is in place for each peacekeeping mission and that the records are ready for conversion to IPSAS-compliant balances for peacekeeping operations.

428. One of the P-3 officers would focus on researching best practices for use in the articulation of workflows and detailed procedures and instructions that support IPSAS-compliant accounting and reporting, including the development of guidelines supporting the recording of segment information for peacekeeping operations, the recording of goods and services provided in kind, and the recording and monitoring of provisions and contingent liabilities in peacekeeping operations. The officer would also make proposals for the progressive implementation of IPSAS prior to the target date of 2014, supporting the incorporation of IPSAS requirements into the financial statements for peacekeeping operations.

429. The other P-3 officer would focus on supporting the configuration of the enterprise resource planning system and the development of a chart of accounts, ensuring that the system requirements for preparing IPSAS-compliant financial statements for peacekeeping operations are fully articulated to the Umoja project

responsible for system design. The officer would also be involved in the development and testing of system customizations required for financial reporting of peacekeeping operations under IPSAS.

Treasury

Finance Officer (1 P-3 position, continuation)

Associate Finance Officer (1 P-2 position, continuation)

430. The Global Banking Operations Section is comprised of 1 continuing post (P-5) and 1 general temporary assistance position (P-3), funded by the support account. Continuation of the general temporary assistance position at the P-3 level is required in the Section to assist in establishing banking operations and arranging payments for peacekeeping missions; to arrange and coordinate the logistics for the transportation, storage and disbursement of cash; to process the documentation required for the opening and closing of bank accounts and for making amendments to bank signatory panels; and to provide training on the use of electronic payment systems. This position has been continuously provided for over the past three years and is an ongoing requirement related to peacekeeping operations.

431. The significant increase in the scope of peacekeeping operations, from approximately $2.5 billion in 2002/03 to approximately $7.4 billion in 2010/11, and in the complexity of operations in peacekeeping missions, has led to the need to have a Finance Officer in the Treasury who can assist in identifying banking solutions for field missions. Approximately $2 billion is disbursed annually in the field; a significant proportion of that is disbursed locally in countries with a very limited banking infrastructure. The Treasury needs to ensure that these payments are made in the most efficient, secure and cost-effective manner possible. This can only be done by dispatching a Treasury specialist to the peacekeeping missions to meet with the senior management of local banks and to structure banking arrangements that meet the unique requirements of the United Nations, particularly in respect of cash payments. This involves extensive travel to the field. The introduction of electronic payment systems in peacekeeping missions has led to over 200,000 payments being made annually. Despite extensive training, there are still errors in the formatting of payments that have led to additional bank charges. Although the Treasury has organized numerous training sessions in UNLB and the peacekeeping missions, the high turnover of staff means that there is a continuous need for training. The Finance Officer will prepare and process all the documentation required for the opening and closing of official United Nations bank accounts, as well as all correspondence to the banks related to amendments to bank signatory panels. The Finance Officer will also maintain all bank account information in the Treasury database and provide training on electronic payment systems.

432. The current staffing establishment of the Cashier's Section comprises 4 continuing posts (1 P-4, 1 GS (PL), 2 GS (OL)) and 1 general temporary assistance position (P-2), funded by the support account. Given the significant increase in the number of payments processed by the Treasury for peacekeeping missions, it is proposed that the position of Associate Finance Officer at the P-2 level in the Cashier's Section be continued. The Section processes all remittances to local bank accounts in the field. For those field offices that maintain only local currency and United States dollar accounts, the Treasury processes foreign currency payments. Not only has the number of such foreign exchange

payments increased, the large foreign currency purchases bid competitively on behalf of field offices grew from zero in 2003 to 260 in 2009, when the volume of such trade totalled $200 million. Taking into account the increase in the complexity and volume of the payments processed in the Treasury, a staff member with extensive knowledge of global payment processing is required to fully support the operations of the peacekeeping missions. Furthermore, the Treasury makes approximately 7,000 payroll payments per month to staff members in peacekeeping missions. The discontinuation of mission subsistence allowance payments in July 2009 and the high turnover of staff in peacekeeping missions mean that the Treasury must update payroll payment instructions on an ongoing basis. The number of IMIS payroll payment instruction records created increased from 1,000 in 2003 to 7,500 in 2009. The Associate Finance Officer will assist in managing the day-to-day operations of the Section to ensure that the work related to recording Member State contributions, disbursement of funds, foreign exchange and investment settlements and the maintenance of IMIS payee banking master data is conducted in a timely, accurate and efficient manner and that it is carried out in a secure environment, in accordance with the Financial Regulations and Rules of the United Nations, in line with industry best practices. The incumbent would also ensure the accurate and timely processing of payroll payments to peacekeeping staff, and of payments to Member States for troop reimbursement and contingent-owned equipment.

Financial Information Operations Service

Information Systems Officers (1 P-4 position, continuation; 1 P-2 position, continuation)

Information Systems Assistant (1 position (GS (OL)), continuation)

433. The current staffing establishment of the Financial Information Operations Service comprises 6 posts (1 P-4, 1 P-3, 1 GS (PL), 3 GS (OL)) funded from the support account for peacekeeping operations and 3 general temporary assistance positions (1 P-4, 1 P-2, 1 GS (OL)), which it is proposed be continued. It is proposed that the Information Systems Officer (P-4) position be continued to provide systems support for the Peacekeeping Financing Division for all budget, troop cost and fund monitoring-related systems serving the Division, and to provide guidance for the development of strategies and a vision for integrating the peacekeeping budget submission requirements and the auxiliary systems supporting the Division into Umoja, which includes the articulation of the particular business requirements related to peacekeeping and coordination with the Umoja team. The Information Systems Officer (P-4) provides direction for and manages the GS (PL) and 3 GS (OL) positions currently supporting existing Peacekeeping Financing Division applications, specifically the budget submission spreadsheets and budget formulation process, the troop payments database and the funds monitoring tool.

434. It is proposed that the Information Systems Officer (P-2) position be continued to perform the following functions: to work closely with the Investment Accounting Unit of the Accounts Division and with the Treasury to deliver settlements for investments and payments for peacekeeping operations; to work with the Insurance Service of the Accounts Division to provide support in the implementation of Medicare-related policies and ensuring that data from mission staff is correctly validated and transmitted to the insurance provider; to provide support for the financial systems interface, for the standardization of information technology

payment systems for the United Nations globally and for improving controls; and to provide support for the bank reconciliation of peacekeeping accounts, including through the use of the SWIFT interface software in the reconciliation system in order to get a global view of all United Nations accounts, including those under the direct responsibility of the missions. The Information Systems Officer will ensure enhanced financial reports, the maintenance of accounts and the handling of settlements, thus enabling the Treasury to get a global view of all United Nations accounts. In turn, this will allow management of the cash position and better investment of funds, which will strengthen and increase the efficiency of the administration of after-service health insurance, provide consolidated insurance data and ensure that mission staff are properly insured. Insurance for mission staff has now been standardized through a common service provider, greatly facilitating the implementation and monitoring of insurance-related systems that validate and transmit data to the insurance provider.

435. It is proposed that the Information Systems Assistant (GS (OL)) position be continued to provide assistance to the IMIS finance data team in the Office of Programme Planning, Budget and Accounts and the Office of Information and Communications Technology by supporting and maintaining the integrity of financial data and to provide accurate reports and prepare accurate financial statements for peacekeeping accounts. In addition, the Assistant will undertake IMIS finance data cleansing, improve the existing diagnostic system to enhance the quality of the data and of the reports and facilitate the transition to the new enterprise resource planning system. The Assistant will provide support for IMIS finance including specification of requirements and testing of changes and enhancements; provide support for the travel claims portal, including with regard to hazard pay and the interface between the portal and IMIS; and provide support to Member States so that they can see contributions in real time, including the replacement of paper statements.

Peacekeeping Financing Division

Finance and Budget Officers (2 P-3 positions, continuation)

436. The current staffing establishment of the Peacekeeping Financing Division comprises 33 continuing posts (1 D-2, 1 D-1, 4 P-5, 10 P-4, 8 P-3, 9 GS (OL)) and 2 general temporary assistance positions (2 P-3), funded from the support account.

437. The continuation of 2 general temporary assistance positions at the P-3 level for Finance and Budget Officers is required in order to continue providing support to UNMIT, as well as for the timely analysis and preparation of financing documents for MINURCAT throughout the 2011/12 period. The responsibilities of the incumbent supporting UNMIT include the analysis and preparation of performance reports and budget estimates, financial backstopping, monitoring of budget implementation, provision of budgetary guidance to counterparts in DFS and the mission, participation in the delivery of training in the funds monitoring tool and management of liabilities and reimbursements to formed police-contributing countries. The general temporary assistance position in support of MINURCAT is required to focus on the preparation of performance and donation reports, financial backstopping and closure of the related trust fund for MINURCAT, as well as to manage liabilities and reimbursements to troop-contributing countries. The complete closure of other peacekeeping missions that were terminated in recent years took an

average of three fiscal years after liquidation, for which a series of reports are prepared for submission to the General Assembly (a performance report for the liquidation period, a final disposition of assets report and a final performance report). On the basis of this experience, it is expected that the workload with respect to MINURCAT will continue for three fiscal periods after the fiscal year 2011, until the final performance report for the mission has been presented to the General Assembly and the mission has been declared closed under the agenda item "Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations". Taking into account the existing work assignments and workload of the Peacekeeping Financing Division, it is also expected that the incumbent will assist in providing additional backstopping support with regard to resources at Headquarters. Managing the support account has become very substantive and demanding owing to the following factors: an increase in the resource levels of the support account, from $121 million in 2003/04 to $363.7 million in 2010/11; an increase in the length of budget reports, from 67 pages in 2003/04 to 291 pages in 2010/11; a growth in the number of posts funded from the support account, from 743 in 2003/04 to 1,311 in 2010/11, resulting in increased scrutiny in reviews of post and non-post resources; the need to follow up with concerned departments and offices at Headquarters seeking additional clarification; and the need for in-depth strategic analysis, interpretation of budget performance trends and effective guidance on results-based budgeting methodology to all Headquarters departments.

438. The variance is attributable to the proposed 4 new positions and the continuation of general temporary assistance positions newly approved for 2010/11 in respect of which delayed recruitment factors of 25 per cent (Professional category) and 12.5 per cent (General Service category) were applied, offset by lower standard salary costs.

	Cost estimates	*Variance*	
Consultants	$3 529.0	$2 491.9	240.3%

439. The consultancy requirements are as follows:

(United States dollars)

Expertise	*Person-months*	*Amount*	*Output reference*
IPSAS implementation	—	1 191 300	Provision of advice to field operations on financial regulations and rules; accounting policies, procedures and practices; and insurance matters
IPSAS data preparation	108	1 785 600	Provision of advice to field operations on financial regulations and rules; accounting policies, procedures and practices; and insurance matters
Conversion of United Nations System Accounting Standards balances	24	148 600	Provision of advice to field operations on financial regulations and rules; accounting policies, procedures and practices; and insurance matters
Training	36	403 500	Deployment of awareness and conceptual training on IPSAS
Total		3 529 000	

440. The amount of $1,191,300 is proposed for IPSAS-related consultants to undertake the following activities:

(a) Validation of IPSAS policies and procedures: review of the policy gap analysis, validation of IPSAS policies, guidance and procedures relating to peacekeeping operations, and the proposal for additional policies and guidance, including related changes in workflows. Such policies, guidance and procedures would include policies on accounting for property, plant and equipment, inventories, intangible assets, accounting for in-kind contributions by the host Government, after-service health insurance and unused annual leave for staff of peacekeeping operations, materiality guidelines, reporting on budgetary information, and consolidations and aggregations for the preparation of peacekeeping financial statements;

(b) Documentation of the IPSAS implementation strategy: this would include proposals for IPSAS requirements that could be implemented prior to the full roll-out of the enterprise resource planning system, including proposals for the use of temporary interfaces, the use of transitional provisions, the planned roll-out of requirements by field offices and a strategy for restatement to full accrual of the balances for field offices that may not have the enterprise resource planning in place by the date IPSAS is expected to go live;

(c) Review of requests for the IPSAS-based financial statements: this would include ensuring that the full scope of the requirements for the production of IPSAS-compliant financial statements for peacekeeping operations can be communicated to the enterprise resource planning project. Based on such a review, additional information system requirements might be formulated and a comprehensive document containing information system requirements would be developed by the consultant, building on the work of the IPSAS project team.

441. The amount of $1,785,600 is proposed for the engagement of 9 consultants for 12 months, including $177,300 for travel, to support the process of preparing data in the context of determining the IPSAS-compliant opening balances for property, plant and equipment and inventories. Such preparation is a critical step towards IPSAS compliance because of the significant quantities and values involved. Significant improvements in streamlining the asset management process have been achieved in recent years and improvements continue to be made. However, the balances currently maintained in legacy systems are not held in an IPSAS-compliant manner, as those systems were not designed to capture all costs related to an asset, as required by IPSAS, and the balances held need to be adjusted to reflect the accounting policies, such as the depreciation rates and methods, that are being adopted for IPSAS. Further, ensuring that the opening balances are IPSAS-compliant will require complete and accurate records for conversion and, as such, a complete physical verification of assets must be achieved. Tasks include reviewing, classifying and validating past accounting data relating to property, plant and equipment, inventories and intangible assets, and restructuring legacy accounting data into IPSAS-required data fields.

442. The amount of $148,600 is proposed for supporting the process of documenting the detailed conversion of United Nations System Accounting Standards balances to Umoja.

443. The amount of $403,500 is proposed for the engagement of 2 consultants for 12 months ($270,000), including $81,000 for travel, to facilitate IPSAS instructor-

led training at the intermediate and advanced levels in a classroom setting and to engage expertise for 12 person-months in order to maintain computer-based training modules ($52,500).

	Cost estimates	Variance	
Official travel	$339.4	($15.9)	(4.5%)

444. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessment/ consultation	87 800	Training and policy guidance to field finance operations on improved internal controls and rectification of audit findings
		Provision of health and life insurance to all eligible international and national peacekeeping staff and dependants
Budget preparation/review	39 100	Visits to 4 field operations to provide strategic advice and on-site assistance on budgetary and financial issues
Seminars/conferences/workshops	80 500	Policy guidance to 13 field operations, UNLB and 11 Headquarters departments and offices on the formulation of budget proposals and performance reports, including on financial rules and regulations, policies and procedures, results-based-budgeting and recommendations of legislative bodies and establishment of related trust funds, through, inter alia, the organization of a workshop in cooperation with representatives from the Field Budget and Finance Division of DFS for budget staff from the field and a briefing for Headquarters departments and offices on the preparation of budget proposals for the support account
		Processing of 4,000 investment settlements for field operations in accordance with industry standards
		Negotiation and administration of 12 insurance policies covering field operations, including the master aviation policy and the worldwide vehicle policy
Technical support	42 600	Recording of approximately 2,500 incoming payments for $6 billion to peacekeeping accounts and transfer of approximately 600 remittances for $2.5 billion to peacekeeping bank accounts
Training	89 400	Training of personnel in 1 field operation on the funds monitoring tool
		Maintenance, updating and operation of computerized budget and finance information systems; management of data structure and system control; local area network administrative functions
		Maintenance of charts of accounts and other finance-related reference tables in IMIS
		Maintenance of troop cost and claims reimbursement system
		Provision of advice to field operations on financial regulations and rules; accounting policies, procedures and practices; and insurance matters
Total	**339 400**	

445. The amount of $87,800 is proposed for travel to undertake mission planning/assessment/consultation activities: four on-site visits to peacekeeping operations by the Accounts Division to provide guidance on accounting policies and financial procedures and review issues related to the audit findings of the fiscal year 2010/11 ($69,600) and one visit to the regional service centre in Entebbe, Uganda, to meet with the administrative representatives of peacekeeping missions to assess the implementation of third-party administration for the medical insurance plan for local staff in peacekeeping missions, to review the quality of services provided and to discuss coverage requirements and other issues ($18,200).

446. The amount of $39,100 is proposed for the travel requirements of the Peacekeeping Financing Division to provide on-site advice and assistance on budget and financial issues to four peacekeeping missions.

447. The amount of $80,500 is proposed for travel to the following peacekeeping-related seminars, conferences, workshops and coordination meetings: a conference organized by the Peacekeeping Financing Division in collaboration with the Field Budget and Finance Division of DFS on budgetary matters, including high-level issues, the results-based-budgeting methodology and budget instructions, with a view to improving the budget formulation process in missions ($63,000); the annual meeting of the World Bank and the International Monetary Fund and two central bank seminars on investments by the Treasury ($10,400); and an insurance workshop ($7,100).

448. The amount of $42,600 would enable the Treasury to provide technical support to five peacekeeping missions and advise finance staff in the field on Treasury procedures, cash management and banking-related issues.

449. The amount of $89,400 would cover the following training-related travel requirements: training in one peacekeeping mission on the funds monitoring tool by the Peacekeeping Financing Division ($21,000); a four-day workshop for the chief financial officers of peacekeeping missions, to be attended by staff members of the Accounts Division ($40,000); travel for the Financial Information Operations Service to enhance information technology skills within the service in order to ensure that financial systems are maintained in line with technological changes ($24,000); and the attendance at the Gartner financial conference and the Sibos conference ($4,400).

	Cost estimates	*Variance*	
Information technology	$921.1	$147.7	19.1%

450. The amount of $921,100 would provide for the replacement of specialized information technology equipment ($21,700), software licences and fees ($711,000) and contractual services ($188,400), as indicated below.

451. The amount of $21,700 would cover the requirements for replacing existing servers, as required by the vendor agreement, and of providing support for the Operations Processing Integrated Control System and SWIFT.

452. The amount of $664,500 would provide for the software and licence fees required by the Office of Programme Planning, Budget and Accounts to maintain and support existing software and services. The amount of $46,500 would provide

for the acquisition of the Bloomberg Asset and Investment Manager application for the Treasury, providing assistance with portfolio risk management.

453. The amount of $188,400 would provide for the following contractual services: implementation of standard upgrades, including the basic visual applications, the Treasury management system (the Operations Processing Integrated Control System) and the Sybase business intelligence and database management software ($67,000); and standard upgrade of the funds monitoring tool ($44,700). Standard upgrades are essential for enabling existing software to function in a developing information technology environment and for maintaining, under the service-level agreement with the Office of Information and Communications Technology, the Treasury's management system (the Operations Processing Integrated Control System), the Sybase business intelligence and database management software and SWIFT, the secure interface software for dealing with financial entities, which is a challenge because of the complexity of the physical environments required to provide this particular infrastructure ($24,000); the Office of Programme Planning, Budget and Accounts' usage of the information technology infrastructure provided by the Office of Information and Communications Technology associated to growth in existing application environments ($38,700); and support required for desktop services beyond the standard usage of the Office of Programme Planning, Budget and Accounts, for example in circumstances in which functions require additional desktop power ($14,000).

	Cost estimates	*Variance*	
Other supplies, services and equipment	**$305.5**	**($221.5)**	**(42.0%)**

454. The amount of $305,500 would provide for the payment of annual bank fees for the Treasury ($270,000) and for training fees and the cost of attending financial conferences for the Financial Operations Service ($35,500). The variance is attributable to costs related to the one-time follow-on study on the evolution of the support account, which was approved in the 2010/11 period.

3. Office of Human Resources Management

(a) Results-based-budgeting framework

455. The organization and functions of the Office of Human Resources Management are contained in the Secretary-General's bulletin ST/SGB/2010/9.

456. The priorities of the Office of Human Resources Management during the budget year focus on realizing the Secretary-General's vision for an integrated Organization that can truly deliver as one.

457. The Office will continue to implement the United Nations human resources reform agenda in field operations (see General Assembly resolution 63/250) by using the new talent management system and its electronic support tool, Inspira. The Office will refocus its workforce planning approach by adopting an operational, shorter-term perspective and by developing rosters of qualified candidates who have been pre-vetted by a central review body and are available for immediate selection for field operations.

458. The Office will implement outreach and sourcing strategies through strengthened collaboration with Member States, departments, external organizations

and other United Nations entities, and identify high-quality candidates, with particular emphasis on finding optimal candidates for positions in field operations.

459. The Office will continue to strengthen the Voluntary Initiative for Network Exchanges II. The initiative, which was launched in July 2010, was extended across eight job networks and expanded to include staff serving in field locations. This initiative will foster integration and the mobility of staff between Headquarters and field operations.

460. The Office will implement the global roll-out of an enhanced performance management and development system, including an e-performance tool, currently being piloted in five departments and offices including UNMIL. The global roll-out will require hands-on training and orientation for users, to be conducted in collaboration with the Field Personnel Division of DFS. The Office will continue to coordinate and facilitate the implementation of mandatory performance management training for all managers and supervisors in field operations and DPKO/DFS offices at Headquarters.

461. In addition, the Office will ensure the deployment of a wider learning management system in field operations and DPKO/DFS offices at Headquarters. The system will provide a centralized and standardized platform for the management of learners, courses, instructors and venues, and offer on-site and virtual learning events at Secretariat locations worldwide.

462. The Office is focused on clearing the significant backlog of disciplinary cases and appeals and on representing the Administration in hearings before the United Nations Dispute Tribunal, in the context of the new administration of justice system. The Office continues its efforts to implement the electronic medical records and occupational health management system (EarthMed) in field operations to further improve the delivery of health care to United Nations field staff.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Member States have access to online reports on human resources information for field operations (2009/10: not available; 2010/11: available, 2011/12: available)

Outputs

Strategic Planning and Staffing Division

- Annual report on the composition of the Secretariat, including staff demographics for field operations
- Online reports for Member States on human resource information for field operations

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of field operations	3.1 100 per cent compliance of 14 field operations with standards specified in new human resources management scorecard in exercising delegated authority for human resource management (2009/10: not available; 2010/11: not available; 2011/12: 100 per cent)

3.2 Respond to 100 per cent of mission medical evacuation requests and urgent deployment requests for medical clearance on the same day (2009/10: 100 per cent; 2010/11: 100 per cent; 2011/12: 100 per cent)

3.3 Respond to all requests for pre-mission health assessment, including mental health (2009/10: 80 per cent; 2010/11: 100 per cent; 2011/12: 100 per cent)

3.4 Continuous orientation and hands-on training on e-performance training conducted in 100 per cent of field operations (2009/10: not available; 2010/11: not available; 2011/12: 100 per cent)

3.5 Implementation of the new learning policy of 5 days of training per staff for 20 per cent of staff in field operations (2009/10: not available; 2010/11: 5 per cent; 2011/12: 20 per cent)

3.6 Continuous implementation of the Voluntary Initiative Network Exchanges II across 8 job networks, with 30 per cent of all applicants from field operations (2009/10: not available; 2010/11: not available; 2011/12: 30 per cent)

3.7 Proactive and appropriate response to incidents of staff misconduct and to appeals made by staff in the field against administrative decisions

3.8 Positive feedback from peacekeeping field operations on the services provided by the Human Resources Policy Service

3.9 Provision of timely legal and policy advice to senior field personnel (2008/09: not available; 2009/10: not available; 2010/11: 750)

3.10 Development of generic job profiles in key functional areas for use in field operations (2009/10: not available; 2010/11: 200; 2011/12: 50)

Outputs

Strategic Planning and Staffing Division

- **Guidance to 14 field operations on exercise of delegated authority for human resources management, including through mission support visits**
- **Clearance and certification of 120 chief administrative officers and chief civilian personnel officers, for field operations, and of chiefs of personnel, and of all Professional-category officers with responsibilities for personnel administration and for performing human resources functions for both DFS and field operations**
- **6-8 outreach missions to identify candidates for field operations**
- **Human resources management scorecard reporting for 13 field operations and UNLB, including the Management Performance Board**

Medical Services Division

- Formulation and review of United Nations policies on health care so as to promote and maintain the health of staff, and development of preparedness plans for public health and other emergencies (e.g. pandemics and emerging infectious diseases) in peacekeeping missions
- Provision of professional oversight to 15 chief medical officers and of advice on technical and professional aspects of the functioning of the entire mission medical support system to maintain standards, consistency and an acceptable level of delivery of health services
- Evaluation, monitoring and provision of advice and technical support to 77 United Nations civilian medical units
- Review for technical clearance of 300 curricula vitae of candidates for medical positions in field operations
- 1 regional meeting of chief medical officers for updating medical and relevant administrative policies, training in emergency response and planning for mass casualty preparedness
- 3 on-site assessments of field mission medical facilities, in response to requests, and of 1 regional medical evacuation centre linked to peacekeeping operations
- Medical examination of 250 candidates for field operation deployment or travel, 2,000 pre-mission briefings and medical consultations, 1,500 immunizations and issuance of 1,000 medical kits for staff travelling to field operations
- 300 pre- and post-mission psychological assessments and consultations, 2 mission readiness and resilience workshops for staff leaving from Headquarters, and 2 mission readiness workshops on resilience in 2 peacekeeping missions
- Review and analysis of 4,000 incoming medical examinations of mission staff and candidates, military observers and civilian police to determine fitness for recruitment, assignment and travel
- Certification of sick leave for 1,000 staff of field operations, DPKO and DFS
- Advice to the United Nations Joint Staff Pension Fund on 20 disability pension cases for field peacekeeping staff and DPKO, and advice to the Advisory Board on Compensation Claims on 340 medical compensation claims for civilian staff, military observers, civilian police and troops
- Advice to field operations and DPKO on 700 requests for the medical evacuation or repatriation of civilian staff, military observers, civilian police and troops
- Implementation of the electronic medical records and occupational health management system (EarthMed) in one field operation (UNMIS)

Learning, Development and Human Resources Division

- Hands-on training on the e-performance tool for all peacekeeping staff and mandatory performance management training for managers and supervisors
- Organization of performance management training for 25 focal points from field operations through a train-the-trainers programme
- Development and release of an online self-help tool accessible to all field operations

- Administration and continuous outreach events related to the Voluntary Initiative for Network Exchanges II across 8 job networks to enhance the mobility of staff between Headquarters, offices away from Headquarters and field operations
- Provision of 2,750 consultations and guidance on various human resources-related issues to staff members in field operations
- Provision of administrative support in response to approximately 300 requests related to the termination of appointment owing to health reasons (disability), agreed termination, abandonment of post, outside activities, special leave with full or half pay, waiver of privileges and immunities, appeals, conversion to permanent appointments and as an exception to staff rules and regulations

Human Resources Policy Service

- Conduct of comprehensive and interim salary surveys for (MONUSCO: 3 locations; MINURSO: 1 location; MINUSTAH: 1 location) conduct of 14 interim salary surveys either in the country where the field operation is headquartered or in countries within the mission area. Issuance of revised salary scales for the General Service category (20 duty stations) and for the National Officer category (20 duty stations), as applicable
- Review and approval of up to 50 generic job profiles for use in field operations
- Written guidance and advice provided on policy matters affecting mission staff, such as the contractual reform, implementation of the new staff selection system, the new performance mechanism, harmonization of conditions of service, rest and recuperation travel and liaison with the International Civil Service Commission and the field group
- Provision of legal advice to address administrative law issues, including on the process of taking disciplinary action, when required, for field personnel and representation of the Administration before the United Nations Dispute Tribunal and the United Nations Appeals Tribunal

Human Resources Information Systems Section

- Provision of help desk support and of application development, maintenance and production support for Inspira to all field operations (Inspira Support Centre in Bangkok)
- Provide Inspira user support to over 40,000 users, including in field operations (Inspira Support Centre in Bangkok)
- Organization of an annual conference to provide training to technical coordinators on Inspira enhancements for the benefit of all field operations (Inspira Support Centre in Bangkok)
- Roll-out and support of the data warehousing and reporting system to provide human resources practitioners and programme managers in field operations with tools to access the data repository themselves
- Customization and roll-out of online courses and other web-based training materials for field operations as part of the Inspira system
- Help desk support and training associated with the receipt of an average of over 100 IMIS human resources queries per week from field operations

External factors

- National institutions will be supportive of efforts to improve the local health environment and facilities at mission locations
- There is no escalation of hostilities in countries where mission staff are deployed and no resurgence of epidemics and no emergence of new health hazards
- Reliable Internet connections are available
- Vendors will meet their obligations under the talent management system and other information systems contracts

(b) Human resources requirements

Category	*Approved support account posts 2010/11*	*Redeployment, reassignment, reclassifications*	*General temporary assistance conversions*	*Additional new posts requested*	*Total proposed 2011/12*	*Change*
Professional and higher						
Under-Secretary-General	—	—	—	—	—	—
Assistant Secretary-General	—	—	—	—	—	—
D-2	—	—	—	—	—	—
D-1	—	—	—	—	—	—
P-5	2	—	—	—	2	—
P-4	15	—	—	—	15	—
P-3	9	—	—	—	9	—
P-2/P-1	1	—	—	—	1	—
Subtotal	27	—	—	—	27	—
General Service and other						
Principal level	1	—	—	—	1	—
Other level	19	—	—	—	19	—
Subtotal	20	—	—	—	20	—
Total	47	—	—	—	47	—

(c) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2009/10)	*Apportionment (2010/11)*	*Cost estimates (2011/12)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	5 593.6	6 667.5	6 683.5	16.0	0.2
II. Non-post resources					
General temporary assistance	1 617.2	2 637.9	2 419.8	(218.1)	(8.3)
Consultants	613.4	169.0	159.0	(10.0)	(5.9)

Category	Expenditures (2009/10) (1)	Apportionment (2010/11) (2)	Cost estimates (2011/12) (3)	Variance Amount (4)=(3)-(2)	Variance Percentage (5)=(4)÷(2)
Official travel	752.4	382.8	351.3	(31.5)	(8.2)
Information technology	1 139.0	1 406.8	1 963.8	557.0	39.6
Other supplies, services and equipment	265.7	226.5	218.7	(39.2)	(17.3)
Subtotal II	**4 387.7**	**4 823.0**	**5 112.6**	**289.6**	**6.0**
Total	**9 981.3**	**11 490.5**	**11 796.1**	**305.6**	**2.7**

(d) Analysis of resource requirements[1]

	Cost estimates	Variance	
Posts	$6 683.5	$16.0	0.2%

463. The amount of $6,683,500 would cover salaries, common staff costs and staff assessments for the 47 continuing posts. The variance is attributable to the continuation of additional posts approved for 2010/11 in respect of which delayed recruitment factors of 65 per cent (Professional category) were applied, offset, in part, by lower standard costs.

	Cost estimates	Variance	
General temporary assistance	$2 419.8	($218.1)	(8.3%)

464. The amount of $2,419,800 would provide for the continuation of 19 general temporary assistance positions, the establishment of 1 new general temporary assistance position and the continuation of 1 general temporary assistance position at the P-4 level for six months. Twenty general temporary assistance positions were approved for 2010/11.

Human Resources Policy Service, Administrative Law Section

Legal Officers (1 P-3 position, continuation; 1 P-2 position, continuation)

465. The Administrative Law Section is responsible for handling disciplinary cases arising from field missions, and acts as counsel for the respondent before the United Nations Dispute Tribunal. The Section is composed of an Appeals Unit and a Disciplinary Unit. The Disciplinary Unit comprises 4 posts (1 P-4, 2 P-3, 1 P-2) funded from the support account and 1 post (P-5) funded from the regular budget. The Disciplinary Unit handles all disciplinary matters referred to the Office of Human Resources Management for action. The work involves reviewing investigation reports, making recommendations on whether to pursue disciplinary action, charging staff members, making recommendations on the final disposition of a case and preparing all related documentation. During the 2009/10 period, the Unit was responsible for handling approximately 380 individual disciplinary matters, approximately 68 per cent of which arose from field operations.

466. It is proposed that the 2 Legal Officer positions at the P-3 and P-2 level be continued in the Administrative Law Section to address the backlog in disciplinary cases and related appeals originating from field missions. With the introduction of the new justice system, the United Nations Dispute Tribunal has made it clear that disciplinary matters must be processed in an expeditious manner while at the same time ensuring that the evidential basis of each case can withstand scrutiny and that staff members' right to due process has been upheld. With the abolition, in July 2009, of the joint disciplinary committees, which performed a fact-finding function under the old system, the Disciplinary Unit is now responsible for undertaking more consultations with the relevant investigative entities, increasing the amount of time required to handle disciplinary cases. This is particularly true for the backlog of cases that were transferred from the joint disciplinary committees to the Office of Human Resources Management.

Learning, Development and Human Resources Services Division, Career Support and Performance Management Section

Human Resources Officers (2 P-3, continuation)

Human Resources Assistant (1 GS (OL), continuation)

467. The Learning, Development and Human Resources Services Division is responsible for human resources development and learning and, through its Career Support and Performance Management Section, manages the provision of career support services, including a range of personal and professional development programmes to United Nations staff. In addition, it conceptualizes, implements and manages career development and staff mobility programmes, including the managed reassignment programme and the Voluntary Initiative for Network Exchanges, and ensures the effective implementation of the Organization's human resources performance management and development system.

468. The Career Support and Performance Management Section has no dedicated posts funded from the support account. It is proposed that the 2 Human Resources Officer positions and the 1 Human Resources Assistant position be continued for the expansion of the Voluntary Initiative for Network Exchange and the migration of the new e-performance management system to peacekeeping missions.

469. The Office of Human Resources Management will implement the global roll-out of the enhanced performance management and development system, including the e-performance tool. The global roll-out will mean ensuring that all current e-PAS users (approximately 25,000 field staff) start using the new e-performance system, which will require hands-on training and orientation for users to be conducted in partnership with DFS. Additionally, the Office will continue to coordinate and facilitate the implementation of mandatory performance management training for all managers and supervisors (approximately 8,000 field-based staff). The overall planning and coordination of the global roll-out of the new e-performance tool, including end-user training on how to use the tool and mandatory performance management training for supervisors and managers, is being managed by the Office of Human Resources Management in partnership with the Field Personnel Division of DFS. In an effort to ensure a seamless roll-out, and in order to implement the mandatory performance management training for supervisors and managers, the continuation of the P-3 Human Resources Officer position is requested. The Officer is expected to continue to serve as focal point for DFS and

field missions on all aspects of the performance management training, including the building of local capacity at the mission level, by planning and conducting two train-the-trainer programmes for designated focal points in field operations, producing training manuals, tools and an online electronic user productivity kit.

470. The Division will continue to strengthen the implementation of the Voluntary Initiative for Network Exchange II. The Initiative, which is an integral component of the Organization's career development framework, benefits the Organization with an improved workforce capacity that is global, adaptable and diverse, and able to fulfil complex mandates. In addition, it will enable staff to acquire diverse experiences and transferable skills and competencies. It is proposed that the P-3 Human Resources Officer will continue to serve as the focal point for field operations and for staff selected to participate in the Voluntary Initiative for Network Exchange II. The Officer will ensure the engagement of the expert panels within the relevant occupational networks, the Field Mission Administration, the Field Personnel Division, DFS, DPKO and the Office of Human Resources Management, to ensure the seamless review and selection of candidates. The Voluntary Initiative for Network Exchange II is striving to involve more staff from peacekeeping operations, so that 30 per cent of all participants come from the field in 2011/12. The Human Resources Assistant (GS (OL)) will support the Human Resources Officer on all staff application and selection matters related to the Voluntary Initiative for Network Exchange, including the coordination and establishment of interview panels and expert panels, the scheduling of all meetings, workshops and discussion groups, and the establishment and management of a system for tracking Voluntary Initiative for Network Exchange candidates.

Human Resources Information Systems Section

471. The core function of the Human Resources Information Systems Section is to develop and improve information systems to support the implementation of human resources reforms in the United Nations, including in peacekeeping missions. Core activities include project management and production support for human resources information systems, including Inspira, the new talent management system. The Section is providing project management, production, reporting and technological infrastructure support for system enhancements in the areas of recruitment, learning management and performance management. The Section will continue to support the implementation of enterprise resource planning systems that conform to the directives of the Office of Information and Communications Technology. In addition, the Section will support and facilitate the implementation of enterprise resource planning in the field and the integration of such planning with the Inspira system for the field staff data elements.

472. The Section is also providing Inspira application development, maintenance, production and user support through the Inspira Support Centre in Bangkok. The Centre provides technical application expertise to support the global implementation of PeopleSoft software for the Inspira programme by designing new processes and optimizing current ones, managing complex implementation projects, providing user support and keeping Inspira up and running. In addition, the Centre helps to optimize the use of all Inspira modules and components so that they are implemented in a cost-effective manner, thus contributing to the overall success of the talent management programme.

Data Warehouse Project Manager (New York) (1 P-4 position, continuation)

473. The record-keeping needs of intergovernmental bodies and troop-contributing countries, as well as of the Secretariat have increased exponentially in the recent years. Since 2006, the database for the Secretariat has expanded to over 40,000 records, with more than 60 per cent of the increase attributed to the incorporation of peacekeeping personnel records. The database is projected to contain over 150,000 records on consultants, individual contractors, volunteers, military police and interns, among others. The demand for operational reports, executive reports, ad hoc reports, charts, graphs, dashboards and scorecards has increased at a rapid rate. In order to meet these demands, the Office of Human Resources Management has started developing, with the participation of DFS and DPKO, a single, fully integrated and automated data warehouse that should provide all its users with a single, authoritative source for their analytical, transactional and strategic reporting needs.

474. It is expected that the data warehouse will effectively provide a consolidated view of all personnel in the Organization. It will also provide data of a consistent quality, enabling analysts and managers to proactively identify problems and opportunities. The Data Warehouse Project Manager is responsible for the overall implementation of the data warehouse project; for leading efforts to analyse and document the Organization's business needs in terms of reporting; for overseeing the data warehouse design; for assisting in the design of data dimensions; for ensuring the seamless integration with other legacy systems associated with human resources management, such as IMIS, PMStars, Nucleus and Galaxy, so that data can be extracted from and inserted into the data warehouse; for designing ways of enabling integration with the new Inspira system so that data can be exchanged and reports can be generated; for ensuring the quality and integrity of the data in the warehouse; for overseeing the building of the self-service reporting portal; for designing and ensuring the implementation of data security rules and models; and for ensuring that all aspects of the data warehouse are implemented in line with industry best practices and Secretariat standards.

IMIS Help Desk Assistant (New York) (1 GS (OL) position, continuation)

475. The IMIS help desk will continue to support users in peacekeeping missions. The main responsibilities and deliverables of the Help Desk Assistant will include: identification and analysis of technical problems within IMIS human resources functionalities; provision of guidance and solutions to all users with regard to IMIS in the field of human resources management; coordination of data processing when actions involve users of more than one department; liaison with local IMIS coordinators in the field on the analysis of data for processing transfers of staff post data; liaison with IMIS technical staff on various aspects of system maintenance, including the review of functional and/or technical requirements documentation; support for the utilization of the Section's tracking system to record user requests and to assist in building a knowledge-based library of the most common issues that may lead to the design of user training sessions; assistance in organizing and delivering training in all areas of the IMIS human resources management application for staff in all categories, both at Headquarters and in the field, including the development and revision of training programmes.

476. Owing to the high turnover of support staff in the field, there has been a significant increase in the number of IMIS issues caused by human errors, requiring extensive corrections in the IMIS system and causing substantial delays in the processing of staff members' records and payroll. The Help Desk Assistant will respond to IMIS requests relating to IMIS script changes, index number requests, IMIS adjustments, corrections and other IMIS requests. Currently, over 25 per cent of the IMIS support provided is related to movements of field-based staff.

Inspira Support Centre

477. The Inspira Support Centre, located in Bangkok, is responsible for providing support for the development and maintenance of the Inspira application and the career portal, as well as support to peacekeeping missions. The Centre is responsible for all enhancements, upgrades, support and maintenance for the PeopleSoft enterprise platform for human resources. Each year, the functionality and technology related to the application need to be updated and enhanced in order to ensure the provision of optimized support to enable the Organization to meet its human resources mandates. The team of PeopleSoft consultants in New York was phased out after the initial implementation of Inspira in the first half of 2010. The scope and activities of the Inspira Support Centre have increased significantly since the first phase of implementation, as all technical functions have been performed from Bangkok, not from New York.

478. The Inspira Support Centre has served to optimize the use and functions of all United Nations PeopleSoft talent management programme modules, as well as performance management and learning management components, to ensure the overall success of the programme. While the recruiting, learning management and performance management modules were rolled out in 2010, they will also require extensive support and enhancement. As of mid-September 2010 (four months after the launch), over 76,000 external applicants from 190 countries had registered through Inspira and over 36,000 applications had been received for the jobs posted. Given the anticipated lifespan of 7 to 10 years of an application such as Inspira and the financial investment made for the software and its implementation, it is important that the Centre be sufficiently staffed to continue to maintain the system and respond quickly to the user communities, including peacekeeping mission personnel and applicants for peacekeeping posts. It is estimated that the number of end-users in 2011/12 will include more than 50,000 United Nations personnel, over 1.7 million external candidates and millions of visitors to the website. An estimated 80 per cent of the recruitment activities are associated with peacekeeping missions.

Chief, Inspira Support Centre (1 P-4 position, continuation)

479. The creation of the Inspira Support Centre is in alignment with the Secretariat's information and communications technology strategy, which states that implementing a new structure that includes programme-based centres of excellence and a global service delivery model will strengthen organizational ownership of information and communications technologies while simultaneously improving the effectiveness and efficiency of such technologies. The Chief of the Centre, who started up the Centre in December 2009, will continue to oversee the provision of the following key services: maintain and troubleshoot the Inspira application residing in production, test, development and demonstration environments, data transformation service jobs and related extracts servers and databases; respond to

first-level ("how to") service calls by the users using help desk support; respond to second-level technical service calls escalated by the help desk; author and maintain Inspira operating-level agreements with external parties, including contractors responsible for third-level technical support; escalate third-level technical calls to external parties, as defined in existing operating-level agreements; carry out all necessary upgrades to the information and communications technology environments following standard change management, configuration management and release management processes, in line with documented procedures; execute periodic tests of the disaster recovery processes; monitor and report on the usage and available capacity of systems; measure and report on the availability of production systems; perform daily operations, including system monitoring, job monitoring and system administration activities; perform security administration activities for all users and groups; and undertake periodic and spot security audits of the application to ensure compliance with the Organization's security standards.

Help Desk Manager (1 P-4 position, new)

480. It is proposed that the existing P-3 Career Portal Analyst be discontinued to offset the creation of a new P-4 Help Desk Manager position. The Office of Human Resources Management has reviewed the operations of the Inspira Support Centre during its first 12 months, on an ongoing basis, and concluded that the P-3 Career Portal Analyst position is no longer required but that additional capacity at the P-4 level is needed to manage the tier-1 help desk and to plan and organize the development, maintenance and support of deliverables for each roll-out of and enhancement made to Inspira. The high number of requests for help desk support following the initial release of Inspira in April 2010, close to 1,000 requests per week, could only be managed by assigning two senior-level staff to Bangkok on a short-term basis. The staffing functionality and the pilot for performance management stabilized in mid-2011 and all subsequent releases for staffing (including deployment to all field operations), performance management and learning management modules are to be rolled out during the 2011/12 period. The roll-out of those processes is expected to generate a high volume of additional requests for support that will, in turn, require management at the P-4 level. The Help Desk Manager would provide leadership and guidance to the help desk team to solve Inspira-related issues in a timely manner and with a high degree of client satisfaction. The Manager would provide strategic direction to the tier-1 help desk, including on: the service-level targets and tracking mechanism; communication approaches to clients; referral and coordination processes; projections of the volume of requests for support; and planning and preparation for future roll-outs and enhancements. Another lesson learned during the first year is that for the multiple services provided by the Inspira Support Centre — development, maintenance and help desk support — capacity dedicated to the establishment and implementation of planning and monitoring tools is required. The Help Desk Manager would provide this capacity for all help desk tiers at the Centre.

Development and Production Support Analyst (1 P-3 position, continuation)

481. The Development and Production Support Analyst will continue to maintain and troubleshoot the PeopleSoft application in the production environment, escalating the third-level technical calls to the external parties as defined by the service-level agreement, monitoring and reporting on systems usage and capacity,

measuring and reporting on system availability, performing systems and security administration, and resolving tier-2 problems and known errors.

Associate Application Support Officer (1 P-2 position, continuation)

482. The Associate Application Support Officer will continue to be responsible for the provision of the following: application support for Inspira, reporting and the learning management system (defect resolution, root cause analysis) application configuration; performance management support; technical system administration; application upgrades and patching; running process and scheduling reports; user management; system maintenance and monitoring; change management; and workflow development.

Database Administrator (1 GS (OL) position, continuation)

483. The Database Administrator will continue to be responsible for ensuring the availability, backup and recovery of data, resolving database issues, creating tables and indexes, maintaining the database of users, applying patches, ensuring database security and troubleshooting database performance issues.

Administrative Assistant (1 GS (OL) position, continuation)

484. The Administrative Assistant will continue to be responsible for supporting the Chief of the Inspira Support Centre in the administrative duties and functions of the Centre, providing support in the areas of human resources, budget and finance, responding to governing body inquiries and buildings/facilities issues, dealing with information and communications technology services and other administrative duties, and ensuring consistency in the application of United Nations rules and procedures.

Help Desk for Talent Management: Customer Support Representatives (1 GS (PL) position, continuation; 6 GS (OL) positions, continuation)

485. The Customer Support Representative (GS (PL)) will continue to manage the tier-1 help desk, which includes 6 GS (OL) help desk staff, located at the Inspira Support Centre, in Bangkok. The help desk staff will continue to be responsible for the following tasks: provide tier-1 ("how to") support; facilitate provision of predefined responses by the Office of Human Resources Management to first-level substantive service calls to the help desk and manage the quarterly reviews and updates of such responses; escalate service calls to the second level of support; prepare response templates; and prepare operational reports and ongoing training and knowledge transfer. The help desk supervisor will manage Information Technology Infrastructure Library-based processes for the Centre. The help desk operations will run in multiple shifts.

Strategic Planning and Staffing Division

Human Resources Officer (1 P-4 position, for 6 months, continuation)

486. One of the mandates of the Strategic Planning and Staffing Division for the 2011/12 period is to develop and manage components of Inspira related to staffing. The Strategic Planning and Staffing Division, in coordination with the Field Personnel Division in DFS, is leading the continued configuration of Inspira. The

Division is also leading the implementation of Inspira in the Secretariat, including in DPKO, DFS and field operations. As Inspira continues to be rolled out, including in missions, continued support will be needed to ensure that the system is implemented seamlessly and in a manner that facilitates the achievement of the overall goal of a harmonized system used across the entire Secretariat.

487. The Human Resources Officer will continue to support operations related to the implementation of Inspira in peacekeeping operations, including work on the development and enhancement of Inspira modules that support the advertisement of generic job profiles for the purpose of building rosters for the recruitment of personnel to field missions and the development of training materials specifically for users in the field and users at Headquarters who support recruitment to the field. As the rosters of those who have passed the national competitive recruitment examination are now being made available for recruitment to the field, the Officer will be the focal point for the recruitment of those candidates to the field.

488. The variance is attributable to the proposed continuation of 19 general temporary assistance positions and 1 new position compared with 20 positions approved for 2010/11, lower standard salary costs and the application of regional salary scales to 8 GS (OL) posts in Bangkok.

	Cost estimates	*Variance*	
Consultants	**$159.0**	**$10.0**	**5.9%**

489. The consultancy requirements are as follows:

(United States dollars)

Expertise	*Persons/ months*	*Amount*	*Output reference*
Integration services for Inspira portal and data warehouse (Human Resources Information Systems Section)	12	144 000	**Provision of help desk support and of application development, maintenance and production support for Inspira to all field operations** **Roll-out and support of the data warehouse and reporting system to provide human resources practitioners and programme managers in field operations with self-service tools to access the data repository and to obtain, analyse and report on human resources information**
Resilience-building/mission readiness (Medical Services Division)	1	15 000	**300 pre- and post-mission psychological assessments and consultations, 2 mission readiness and resilience workshops for staff leaving from Headquarters, and 2 mission readiness workshops on resilience in 2 peacekeeping missions**
Total		**159 000**	

490. The amount of $144,000 is required to further develop the data warehouse for the technical development of frameworks for the integration of the data warehouse with Inspira, IMIS, Galaxy, Nucleus, among others. The data warehouse will provide a single source of data for all human resources reports including those for submission to the General Assembly, management reports and operational reports.

491. The amount of $15,000 would cover the engagement of a psychologist or related specialist to develop a training workshop for building the resilience of staff preparing to go on mission, staff already in a mission and families that have been left behind, for an ongoing continuum of care. The specialist would also develop a long-distance-relationship training workshop to help families maintain a sense of stability while the staff member is on mission. The specialist would help to facilitate an initial train-the-trainer session for staff counsellors and focal points, who would then continue to implement the programme.

	Cost estimates	Variance	
Official travel	**$351.3**	**($31.5)**	**(8.2%)**

492. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessment/ consultation	**54 700**	**Conduct of comprehensive and interim salary surveys for (MONUSCO: 3 locations; MINURSO: 1 location; MINUSTAH: 1 location), conduct of 14 interim salary surveys either in the country where the field operation is headquartered or in countries within the mission area. Issuance of revised salary scales for the General Service category (20 duty stations) and for the National Officer category (20 duty stations), as applicable** **3 on-site assessments of field mission medical facilities, in response to requests, and of 1 regional medical evacuation centre linked to peacekeeping operations**
Technical support	**126 500**	**Provision of help desk support and of application development, maintenance and production support for Inspira to all field operations** **Guidance to 14 field operations on exercise of delegated authority for human resources management, including through mission support visits** **6-8 outreach missions to identify candidates for field operations** **Implementation of the electronic medical records and occupational health management system (EarthMed) in one field operation (UNMIS)**
Seminars/conferences/workshops	**50 900**	**Guidance to 14 field operations on exercise of delegated authority for human resources management, including through mission support visits** **1 regional meeting of chief medical officers for updating medical and relevant administrative policies, training in emergency response and planning for mass casualty preparedness** **Written guidance and advice provided on policy matters affecting mission staff, such as the contractual reform, implementation of the new staff selection system, the new performance mechanism, harmonization of conditions of service, rest and recuperation travel and liaison with the International Civil Service Commission and the field group**

Type of travel	*Amount*	*Output reference*
Other	**17 700**	**Provision of legal advice to address administrative law issues, including on the process of taking disciplinary action, when required, for field personnel and representation of the Administration before the United Nations Dispute Tribunal and the United Nations Appeals Tribunal**
Training	**101 500**	**Organization of performance management training for 25 focal points from field operations through a train-the-trainers programme**
		300 pre- and post-mission psychological assessments and consultations, 2 mission readiness and resilience workshops for staff leaving from Headquarters, and 2 mission readiness workshops on resilience in 2 peacekeeping missions
		Organization of an annual conference to provide training to technical coordinators on Inspira enhancements for the benefit of all field operations
		Provision of legal advice to address administrative law issues including on the process of taking disciplinary action, when required, for field personnel and representation of the Administration before the United Nations Dispute Tribunal and the United Nations Appeals Tribunal
		Review and approval of up to 50 generic job profiles for use in field operations
Total	**351 300**	

493. The amount of $54,700 is proposed for travel to undertake the following mission planning/assessment/consultation activities: conduct of interim salary surveys for three peacekeeping missions (MINUSTAH, MINURSO and MONUSCO) and issuance of 14 salary scales for local staff in peacekeeping missions ($40,700); and evaluation and assessment of a regional medical facility linked to peacekeeping missions by the Medical Services Division ($14,000).

494. The amount of $126,500 is proposed for travel to provide technical support through the following activities: travel by the Inspira development team to Bangkok and India for the development of the second phase of Inspira ($51,600); visit to the Inspira Support Centre in Bangkok to ensure operational compliance and efficiency ($25,800); conduct of on-site support visits to review the exercise of delegated authorities for human resources management and monitor implementation of the human resources management scorecard ($23,400); conduct of outreach missions in coordination with DFS to unrepresented and underrepresented Member States to encourage candidates from those Member States to apply to peacekeeping missions ($15,900); and conduct of an on-site visit to UNMIS to carry out a business analysis for the implementation of EarthMed ($9,800).

495. The amount of $50,900 is proposed for travel related to the following seminars/conferences/workshops: workshop for chief civilian personnel officers to provide human resources practitioners in field missions with advice and with substantive and technical support to address any issues and concerns identified using the new scorecard ($13,600); the regional meeting at UNLB of chief medical officers to discuss the system-wide implementation of United Nations medical

standards ($16,000); and a human resources network session and a session of the International Civil Service Commission related to mobility and conditions of service in the field ($21,300).

496. The amount of $17,700 is proposed for visits to the United Nations Dispute Tribunal in Nairobi to assist with the representation of the Administration before the Tribunal.

497. The amount of $101,500 is proposed for travel in connection with the following training activities: mission readiness training to mission focal points in two peacekeeping missions ($30,400); train-the-trainer workshops on the mandatory performance management training for managers and supervisors ($49,500); training of Inspira Support Centre staff on new versions of the software used to support Inspira modules ($13,500); an international training conference for investigators ($5,100); and training sessions on job classifications ($3,000).

	Cost estimates	*Variance*	
Information technology	$1 963.8	$557.0	39.6%

498. The amount of $1,963,800 would cover the cost of PeopleSoft, the proprietary software used for Inspira ($84,500) and of the contractual support and annual PeopleSoft and maintenance licence, as well as the disaster recovery for talent management ($1,879,300). The variance is due to additional contractual services for Inspira ($526,500), which are needed for the following reason. Following the launch of the initial staffing module (which allowed vacancies for jobs in non-field locations to be posted) and of the e-performance pilot (including at two field missions) in April 2010, and in the light of difficulties experienced by users, Inspira has had to focus its resources on stabilizing and enhancing those modules before deploying any additional ones (which would allow for vacancies for jobs in the field to be posted, full roll-out of the e-performance pilot and the implementation of an e-learning component). The initial plan was to have all modules rolled out by mid-2011, so that development resources could be used for operations. However, owing to delays in rolling out additional modules, resources will be required in 2011/12 both for the development of those additional modules and to maintain and support the operation of the modules that have already been rolled out in 2010/11. In addition, also as a result of those delays, systems like Galaxy and Nucleus will continue to be in operation in 2011/12, requiring resources for data migration and reporting. Finally, with the deployment of additional modules scheduled for 2011/12, there is a need, previously unforeseen, for project management skills to take the modules through the phases of requirement definition, development, technical and user testing, training and deployment, to ensure, in accordance with General Assembly resolution 65/247, the effective roll-out of Inspira to fill vacancies in field missions without further delay. Resources in the amount of $526,500 would provide for six months of services by someone leading the operations, 12 months of services by a data management expert and 12 months of services by a project manager.

499. Inspira will continue to be deployed throughout 2011. Inspira supports approximately 44,000 staff, 31 departments and 32 field missions. With the deployment of Inspira to the field, locally recruited staff will, for the first time, participate in the organization's human resources systems of record. System metrics,

reported in January 2011, show that Inspira continues to gain traction with staff, programme managers, job seekers and the human resources community. Since it was launched in April 2010, over 1,100 jobs have been posted in Inspira, over 140,000 external people have registered and over 120,000 applications have been submitted. A pilot of the performance management module is under way, with the involvement of over 5,000 staff from Headquarters and two field missions. The Inspira Support Centre in Bangkok responds to a fairly steady level of approximately 100 requests for support each day. Most cases are resolved within two calendar days.

500. The short-term focus of the Inspira programme is to stabilize the deployment of Inspira. The programme has been reorganized into three business-led projects on recruitment, the portal and e-performance. Each project is developing detailed plans that define "stabilization" through a specific set of deliverables. To ensure consistency of training and messaging, a communications lead and a training lead work across the project teams. Later, additional functionalities will be delivered for the recruitment module to support the getting on board of staff (the end of the recruitment process), the checking of references and the administration of assessments used in the recruitment process. The learning management module will also be piloted before it is fully rolled out.

	Cost estimates	*Variance*	
Other supplies, services and equipment	**$218.7**	**($7.8)**	**(3.4%)**

501. The amount of $218,700 is required for the purchase of medical travel kits ($155,000), the maintenance of medical equipment ($30,000), materials for the staff counsellor training ($5,000), a performance management workshop ($10,000) and training fees for courses on project management ($7,000), job classifications ($4,200) and technical training for staff of the Human Resources Information Systems Section on new versions of the software ($7,500).

4. Office of Central Support Services

(a) Results-based-budgeting framework

502. The functions and organization of the Office of Central Support Services are laid down in Secretary-General's bulletin ST/SGB/1998/11. The Office comprises the Office of the Assistant Secretary-General, the Procurement Division and the Facilities and Commercial Services Division.

503. The Procurement Division will continue to provide support to DFS and field operations by undertaking and conducting procurement activities within the framework of the Financial Regulations and Rules of the United Nations, and to develop policies and procedures for procurement at Headquarters and in field operations. The priorities and challenges that are anticipated for the 2011/12 period include: provision of continuous support to meet the procurement requirements for peacekeeping, conducting procurement for field operations within the same region through the regional procurement offices; conduct of further vendor outreach seminars to increase vendor registrations from developing countries and countries with economies in transition; continuous maintenance and system administration of the online procurement training module and procurement certification programme; and implementation of best procurement practices throughout Headquarters and field operations.

504. The priorities in the area of facilities management will be to continue to facilitate the work of departments, specifically DPKO and DFS, in the receipt of funding under the support account budget by providing high quality and safe working conditions to staff and policy advice on facilities management matters, including asset management, that have specific implications for field operations. Keeping up with the pace of growth of peacekeeping support activities at Headquarters and the frequent requests for office reconfigurations to meet changing needs will remain a challenge.

505. The Commercial Activities Service in the Facilities and Commercial Services Division is responsible for the provision of efficient, cost-effective and high quality services and products to peacekeeping operations, covering travel and transportation, archives and record-keeping, and pouch and mail services. The priorities and challenges that are anticipated for the 2011/12 period for the Service include: increased security enhancements to the United Nations laissez-passer and related issuing system; changes in the travel agency platform; improvement in business processes, expanding the mail and pouch shipping and tracking systems in as many field operations as possible; and the preservation of electronic records and archival materials. The continued impact of the Capital Master Plan on the provision of travel, transportation, issuance of United Nations travel documents and visa requirements, mail, pouch and messenger services is expected to be the main challenge to efficient and cost effective programme delivery. The implementation of the enterprise resource planning and enterprise content management systems is anticipated to have an impact on the areas of travel, shipment of household goods, archives, record management and commercial activities processes, procedures and work flows.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Archival material for all liquidating field operations is available at Headquarters to the Organization, Member States and the general public (2009/10: 100 per cent; 2010/11: 100 per cent; 2011/12: 100 per cent)

Outputs

- Archival records at MONUSCO, UNDOF and UNIFIL are identified for immediate or future transfer to Headquarters
- 50,000 pages of peacekeeping archives posted on the United Nations website for public consultation
- 1,000 reference responses to the Organization and Member States regarding peacekeeping archives

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of field operations	3.1 55 per cent field operations employ standard policies, tools and technical standards for records management (2009/10: 69 per cent; 2010/11: 50 per cent; 2011/12: 55 per cent)
	3.2 Standard office accommodations are provided for new and existing support account-funded personnel (staff and contracted personnel) at Headquarters (2009/10: 1,312 personnel; 2010/11: 1,351; 2011/12: 1,357)

3.3 Review 90 per cent of the vendors' registration applications within 2 months of the submission of the application (2009/10: not available; 2010/11: 90 per cent; 2011/12: 90 per cent)

3.4 Positive feedback on surveys of field operations regarding the provision of mail services (2009/10: 87 per cent; 2010/11: 87 per cent; 2011/12: 90 per cent)

3.5 Positive feedback in surveys of users of travel and transportation services (2009/10: 85 percent; 2010/11: 85 percent; 2011/12: 85 per cent

Outputs

Archives and Records Management Section

- Implementation of records management programmes in compliance with United Nations record-keeping requirements at MONUSCO, UNDOF and UNIFIL
- Organization of a workshop (at UNLB) on records, information and archives for all focal points in field operations

Facilities Management Services

- New staff and contractors funded under the support account approved in the 2011/12 budget at Headquarters are provided with new office accommodations in accordance with United Nations standards

Procurement Division

- Issuance of 2,000 purchase orders, 182 systems contracts, including amendments, and 500 regular contracts, including amendments, in support of field operations
- Holding of business seminars in 36 locations for developing countries and countries with economies in transition
- Follow-up on applications for registration in the United Nations Global Marketplace with all vendors that participated in business seminars within 1 month
- 10 staff from chambers of commerce to be trained on procedures for vendor registration
- 16 staff participate in specialized training courses, including on: project management; contracting for fuel; food rations; the sea charter; and the air charter
- 10 procurement assistance visits to the following operations: UNMIS, UNLB, UNFICYP, MINUSTAH, UNOCI, UNMIL, MINURSO, UNMIS, UNAMID and the office providing support to AMISOM
- 120 staff in field operations trained in: ethics and integrity in procurement; best value for money; the fundamentals of procurement; and the procurement manual module
- 180 staff at Headquarters and in field operations trained in: acquisition planning and procurement strategy; contractual issues in purchasing; development of commercial evaluation criteria; negotiation skills; risk assessment; fraud prevention; development of technical evaluation criteria; contract management; development of specifications; and requisitioner responsibilities

- 6 staff at Headquarters and in field operations enrolled in internationally recognized external professional procurement certification courses
- 24 site visits, bidders' conferences and contract negotiations prior to contract award and participation in trade and industry fairs
- Organization of an "air carrier day" at UNLB aimed at 141 current vendors and new applicants on revised solicitation, registration methods and the reviewed draft contract
- Review and provision of international best practice strategies and concepts regarding solicitation procedures and instruments for information technology-related contracts in support of field operations
- Implementation of relevant acquisition processes for vehicle-related accessories (e.g. tyres, batteries, other consumables), following review of global acquisition strategies, in consultation with DFS and field operations
- Implementation of procurement exercises for new vehicle-related requirements such as vehicle tracking systems, armoured vehicle back-up contracts and accident investigation services following review, in consultation with DFS and the Department of Safety and Security
- Restructure, rewrite and publish electronically the United Nations Procurement Manual in a four-part interactive modular format, segregating and clearly identifying procurement policies from procurement procedures
- Continue to review cases related to vendors' allegedly unethical behaviour by the senior vendor review committee

Special Services Section

- Screening and delivering incoming/outgoing mail and pouch for DPKO and DFS
- Screening, inspecting and delivering incoming/outgoing valises to all field operations

Travel and Transportation Section

- Negotiation or renegotiation of 33 airline agreements to reduce travel costs to field missions (33 renegotiated during 2009/10)
- 9,000 travel authorizations inspections
- Entitlement calculation of 350 lump-sum home leave travel requests for DPKO and DFS staff at Headquarters
- Issuance of 6,000 United Nations travel documents and visas
- Arrangement of 17,000 shipment activities of personal effects (including insurance registrations, claims and invoices)

External factors

The enterprise content management system will be deployed to implement compliant electronic records management programmes (Archives and Records Management Section); requirements from field operations will ultimately affect the volume of procurement; vendors will participate in business seminars (Procurement Division); contracted couriers will process shipments on a timely basis (Special Services Section); developments in the airline and shipping industries will continue to enable negotiations of favourable contracts (Travel and Transportation Section)

(b) Human resources requirements

Category	Approved support account posts 2010/11	Redeployment, reassignment, reclassification	General temporary assistance conversions	Additional new posts requested	Total proposed 2011/12	Change
Professional and higher						
Under-Secretary-General	—	—	—	—	—	—
Assistant Secretary-General	—	—	—	—	—	—
D-2	—	—	—	—	—	—
D-1	1	—	—	—	1	—
P-5	4	—	—	—	4	—
P-4	19	—	—	—	19	—
P-3	21	—	—	—	21	—
P-2/P-1	5	—	—	—	5	—
Subtotal	**50**	—	—	—	**50**	—
General Service and other						
Principal level	1	—	—	—	1	—
Other level	27	—	—	—	27	—
Subtotal	**28**	—	—	—	**28**	—
Total	**78**	—	—	—	**78**	—

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2009/10)	Apportionment (2010/11)	Cost estimates (2011/12)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)–(2)	(5)=(4)÷(2)
I. Post resources	10 998.7	11 617.8	11 264.4	(353.4)	(3.0)
II. Non-post resources					
General temporary assistance	760.0	1 179.9	1 722.4	542.5	46.0
Consultants	544.8	82.5	544.0	461.5	559.4
Official travel	944.1	846.6	843.2	(3.4)	(0.4)
Other supplies, services and equipment	759.3	1 196.7	770.8	(425.9)	(35.6)
Subtotal II	**3 008.2**	**3 305.7**	**3 880.4**	**574.7**	**17.4**
Total	**14 006.9**	**14 923.5**	**15 144.8**	**221.3**	**1.5**

(d) Justification of posts

Regional Procurement Office

506. The Regional Procurement Office was established on 1 July 2010 as a pilot project to bridge the gap between the Procurement Division and mission

procurement by streamlining the administrative process and by bringing procurement expertise closer to the theatre of operation. To meet the human resources requirements of the Office, the Procurement Division undertook to redeploy 3 P-4 Procurement Officer posts from Headquarters. Moreover, field mission procurement staff has been relocated to the Office, which facilitates building joint planning capacity sufficient to assist the regional missions with streamlined acquisition planning through consolidated acquisition plans and with commodities and services sourced within the region to prevent long shipment delays and costs. In addition, the Office will provide technical assistance to the missions, provide standby procurement capability for mission start-up in the area and serve as a procurement training hub for the region.

(e) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	**$11 264.4**	**($353.4)**	**(3.0%)**

507. The provision of $11,264,400 would cover salaries, common staff costs and staff assessment for the 78 continuing posts. The variance is attributable to lower standard salary costs.

	Cost estimates	*Variance*	
General temporary assistance	**$1 722.4**	**$542.5**	**46.0%**

508. The proposed requirements in the amount of $1,722,400 would cover the continuation of 9 general temporary assistance positions and the establishment of 4 new general temporary assistance positions, as described below.

Office of the Assistant Secretary-General

Administrative Officer (1 P-3 position, continuation)

509. The current staffing establishment of the Office of the Assistant Secretary-General of the Office of Central Support Services includes 1 general temporary assistance position (1 P-3), funded from the support account, which is proposed to be continued as well as a Special Assistant (P-5) to the Assistant Secretary-General, an Administrative Management Officer (P-4) and 2 GS (OL) posts funded by the regular budget. The Office of the Assistant Secretary-General provides primary support to the Assistant Secretary-General in the executive direction and management of the Procurement Division, the Facilities and Commercial Services Division and the Business Continuity Management Unit. The Office has undertaken continuing efforts to ensure proper internal control mechanisms, one key element of which is the monitoring of the use of the delegation of procurement authority in both Headquarters and field missions. Currently, the Director of the Procurement Division at Headquarters has been granted delegation of procurement authority for contract awards up to $5 million for both capital master plan and short-term logistics and transportation and up to $500,000 for other requirements; the Under-Secretary-General for Field Support has been granted delegation of procurement authority for the review and approval of letters of assist valued up to $200,000, contract awards valued up to $500,000 for non-core requirements and up to

$1 million for core requirements. Any award for higher amounts must be submitted to the Headquarters Committee on Contracts for review, which subsequently decides on recommendations to the Assistant Secretary-General for Central Support Services for the approval of proposed awards. The proposed officer will also be responsible for the initial review of designation of staff by liaising with other offices in the Department of Management. It should be noted that the delegation of procurement authority from the Under-Secretary-General for Field Support to personnel in the field missions is contingent upon the recipient being designated by the Department of Management under the provisions of ST/SGB/2005/7.

510. The first table below summarizes the number of designations reviewed by the Office of the Assistant Secretary-General in 2009 and 2010. Designations related to field staff constitute over 60 per cent of all designations. The second table below summarizes the number of cases reviewed by the Headquarters Committee on Contracts and shows the face value of the cases during the past five years.

Number of designations reviewed by the Office of the Assistant Secretary-General in 2009 and 2010

	Number of designations	*Number of designations for field staff*	*Percentage of field designations of total*
2009	**117**	**76**	**64.96**
2010	**160**	**105**	**65.63**

Number of cases reviewed by the Headquarters Committee on Contracts between 2006 and 2010

(value in millions of United States dollars)

	Headquarters		*Peacekeeping operations*			
	Cases	*Value*	*Cases*	*Value*	*Total cases*	*Total value*
2006	**137**	**637.34**	**630**	**4 398.48**	**767**	**5 035.81**
2007	**162**	**310.06**	**599**	**4 210.94**	**761**	**4 521.00**
2008	**157**	**898.70**	**572**	**7 983.24**	**729**	**8 881.94**
2009[a]	**154**	**3 469.71**	**413**	**3 684.03**	**567**	**7 153.74**
2010	**204**	**1 164.11**	**473**	**4 055.93**	**677**	**5 219.04**
Total	**814**	**6 479.92**	**2 687**	**24 332.61**	**3 501**	**30 811.53**

[a] **Reduction between 2008 and 2009 reflects an increase in the delegation of authority to peacekeeping missions from $200,000 to $500,000.**

511. The P-3 Administrative Officer will continue to assist in reviewing and monitoring the use of the delegation of authority through compiling information from various sources: reports of core requirements and other reports arising from the delegation of procurement authority to field missions; feedback obtained through procurement assistance visits to the field missions; recommendations of the Headquarters Committee on Contracts on cases submitted for review; and recommendations from other oversight bodies.

Procurement Division

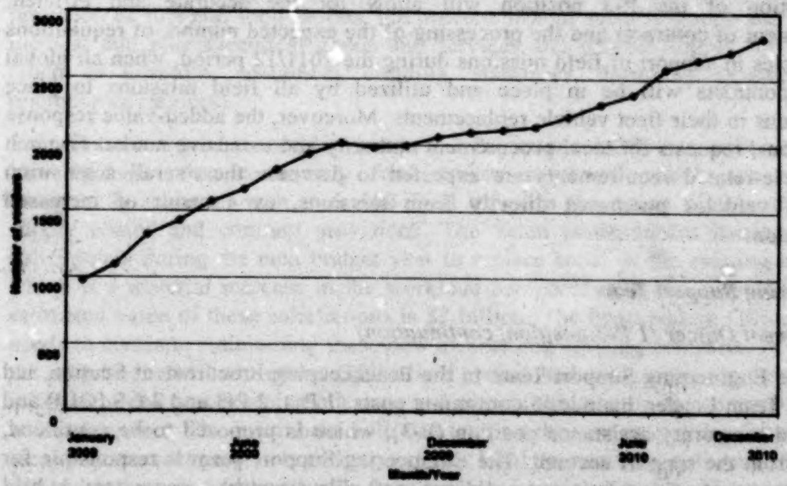
Procurement Management Section, Vendor Registration and Management Team

Procurement Officer (1 P-3 position, new)

Procurement Assistants (3 GS (OL) positions, continuation)

512. The current staffing establishment of the Vendor Registration and Management Team in the Procurement Management Section of the Procurement Division includes 6 continuing posts (1 P-4, 1 P-3, 2 P-2 and 2 GS (OL)) and 3 general temporary positions (3 GS (OL)), which are proposed to be continued, funded from the support account. The Team is responsible for the provision of all vendor-related support services as well as managing the United Nations vendor roster, undertaking of vendor due diligence, carrying out administrative functions of the Vendor Review Committee and undertaking outreach efforts to source new vendors in order to expand the existing vendor roster to cover a wider geographical area of Member States and vendors from developing countries and countries with economies in transition. As a result of expanded vendor outreach efforts by the Procurement Division, there has been a significant increase in the number of new vendor applications and acceptance of these applications in the vendor roster. In 2009, 543 vendors were reviewed and accepted in the vendor roster. In 2010, this figure rose to 754, which is an increase of 39 per cent. Staff members engaged in the evaluation of applications from vendors have to contact vendors to obtain additional and/or missing information individually in order for the Organization to review their applications properly. The graph below shows the monthly number of vendor applications in process during 2009 and 2010, which refers to the number of applications that are either still pending review or have to be resubmitted by the vendor due to missing information.

Applications in process during the period from 1 January 2009 to 31 December 2010



513. It is proposed that a new Procurement Officer position be established at the P-3 level to undertake registrations that require more in-depth review, as well as to ensure that the team has adequate long-term resources to maintain its priorities to further outreach projects.

514. It is requested that the 3 General Service (Other level) positions be continued to carry out the manual process of providing data clean-up services, entering of data into IMIS and the procurement process system and reviewing vendor applications as well as continuing the cleansing of vendor records in preparation for migration to the enterprise resource planning system. During 2009, a total of 661 vendor records were cleansed, and in 2010 an additional 601 records were cleansed.

Peacekeeping Procurement Section

Vehicles Team

Procurement Officer (1 P-3 position, continuation)

515. The Vehicles Team in the Peacekeeping Procurement Section led by a P-4 Team Leader, includes 4 continuing posts (1 P-4, 2 P-3 and 1 GS (OL)) and 1 general temporary assistance position (P-3), which is proposed to be continued, funded from the support account. The Vehicles Team is responsible for the procurement of all vehicles, including spare parts and ancillary services, in support of field missions. The established global system contracts for vehicles are also open to use by United Nations agencies, funds and programmes, as well as offices away from Headquarters. The P-3 Procurement Officer has been instrumental in the establishment of 20 new global system contracts since January 2010, 7 of which are for requirements for which global system contracts had not existed since 2007. In addition, the incumbent engages in the management of high-value and complex vehicle contracts, to a large part in support of DFS, as well as in the establishment of standby system contracts for armoured vehicles estimated at $100 million. The continuation of the P-3 position will allow for the accurate and efficient management of contracts and the processing of the expected number of requisitions for vehicles in support of field missions during the 2011/12 period, when all global system contracts will be in place and utilized by all field missions to place requisitions in their fleet vehicle replacements. Moreover, the added-value response to missions' requests for local procurement authority and extensive market research on vehicle-related requirements are expected to decrease the overall acquisition costs of vehicles purchased directly from missions, as a result of increased competition.

Engineering Support Team

Procurement Officer (1 P-3 position, continuation)

516. The Engineering Support Team in the Peacekeeping Procurement Section, led by a P-4 Team Leader, includes 5 continuing posts (1 P-4, 2 P-3 and 2 GS (OL)) and 1 general temporary assistance position (P-3), which is proposed to be continued, funded from the support account. The Engineering Support Team is responsible for the procurement of prefabricated buildings, soft-skin structures, generators, hybrid power supply systems, electrical materials, water treatment systems, various field defence items/construction materials, tools and air conditioners, etc., in support of peacekeeping missions. In addition, the team is responsible for the establishment of

regular contracts for individual field missions, particularly in the field of construction, engineering and architectural services as well as cartography. It is expected that both the number of contracts as well as the value will increase during the 2011/12 period based on a trend towards stronger focus on after-sale support through system contracts, new technologies/concepts. leading to additional contracts and increased complexity (e.g.. hybrid power supply systems, double storey prefabs, observation towers), and increasing raw material costs, inflation, etc. It is estimated that the Engineering Support Team will handle a total of 47 system contracts in the 2011/12 period (37 existing, 6 rebids and 4 new contracts) with a total value of $1.3 billion. Based on these system contracts, the Team issues approximately 100 purchase orders per year. In addition to system contracts, the Team handles regular contracts (approximately 6 per year) and contract amendments/extensions (approximately 70 per year). In addition to handling system contracts, the Engineering Support Team is increasingly involved in the support of field missions through regular contracts (e.g., the MINUSTAH camp construction). Such contracts are typically of a very complex nature, which have not been dealt with by the Team in the past. Also, due to increased security risks faced by United Nations troops and staff, these solicitations must be handled with extreme caution, due diligence and in closer coordination with all stakeholders involved. The proposed P-3 Procurement Officer position would handle seven global system contracts for water treatment, which have an estimated contract value of $120 million.

Field Supply Team

Procurement Officer (1 P-3 position, new)

517. The Field Supply Team in the Peacekeeping Procurement Section, led by a P-4 Team Leader, includes 4 continuing posts (1 P-4, 2 P-3 and 1 GS (OL)) funded from the support account. The Field Supply Team is responsible for the procurement of a wide range of goods and services to peacekeeping missions. Among others, the Team is responsible for the procurement of high-value turnkey contracts for the provision of fuel and food rations, the procurement of security goods and services, medical and pharmaceutical goods and services and general supply for the field (such as furniture, containers, clothing, stationary, dormitory equipment and photocopier services).

518. There is a need to establish a new P-3 Procurement Officer position to handle high-risk/high-value commodity food rations contracts, which are extremely complex to evaluate, with over 460 food items in the ration scale and difficult supply chains and contract provisions. The Team contemplates issuing 12 new solicitations during the next budget year to replace some of the existing contracts, which is a material increase in the workload compared with the current year. The estimated value of these solicitations is $2 billion. The Procurement Officer further needs to continue maintaining these new awards and existing contracts. In addition, the proposed new Procurement Officer will review and analyse procurement actions initiated by the peacekeeping missions and present the cases to the approving bodies at Headquarters. The incumbent will also take on the responsibilities for review of local procurement proposals and requests for local procurement authority in the area of food rations in addition to the requirements processed at Headquarters. He/she will be tasked to assist field procurement staff in resolving contractual issues and managing local procurement activities more efficiently. The added resources will also enable the Procurement Division to conduct bidders' conferences and visits to

the peacekeeping missions more regularly to provide the missions with technical assistance to field procurement staff on a regular and consistent basis.

Logistics and Transportation Section, Strategic Movements Team

Procurement Officer (1 P-3 position, continuation)

519. The Strategic Movements Team in the Logistics and Transportation Section includes 3 continuing posts (2 P-3 and 1 GS (OL)) and 1 general temporary assistance position (P-3), which is proposed to be continued, funded from the support account. The Strategic Cargo Movements Team is responsible for the procurement of quick turnaround requirements for sea, air charter and transportation services for United Nations-owned equipment and contingent-owned equipment in support of the peacekeeping missions and for the rotation and deployment of peacekeeping contingents. The increase in requirements for air and sea transportation services has added to the complexity of the procurement process, which requires more staff time to process the procurement of highly time-sensitive transportation requirements and procurement management of the increased transport operation activities in the missions.

520. The Team is also responsible for provision of the long-term ship charters. In addition, the Team establishes high-value contracts for the provision of the shipping services of the household goods and personnel effects and courier services for military observers and civilian police. The level of operational requirements has significantly increased, as highlighted in the tables below and is expected to continue to increase during the 2010/11 period. It is anticipated that there will be another 20 per cent increase during 2011/12 owing to the restructuring of MONUSCO, growth of support for AMISOM and current support requirements for UNAMID.

Sea cargo charters	*Requirements (requisitions)*
2008	28
2009	46
Increase in 2009 (percentage)	64.29
2010	54
Increase in 2010 (percentage)	17.4

Air cargo charters	*Requirements (requisitions)*
2008	13
2009	22
Increase in 2009 (percentage)	69.23
2010	21
Decrease in 2010 (percentage)	(4.5)

Corporate and Information Technology Procurement Section, Communications and Information Technology Support Team

Procurement Officer (1 P-3 position, new)

521. The Communications and Information Technology Support Team in the Corporate and Information Technology Procurement Section includes 4 continuing posts (1 P-4, 2 P-3 and 1 GS (OL)) funded from the support account. The Communications and Information Technology Support Team is responsible for the procurement of all communications and information technology goods and services to support the activities of the United Nations at Headquarters, offices away from Headquarters and in field operations. The Team processes a high number of mission critical requirements which, if not completed in a timely manner, will have significant impact on the missions' ability to achieve their objectives. These include, but are not limited to, solicitations for goods that will provide all communications equipment/infrastructure, support the management of all air transport in field missions and the management of the distribution of rations and fuel. It is proposed that 1 new P-3 position be established to further strengthen the Team's capacity in conducting procurement of these requirements.

522. The operational requirements in the communications and information technology support area are very complicated and technologically sophisticated, representing high risks to the Organization, especially due to reliance on communications and information technology to support the Organization's disparate activities. The procurement for such complicated requirements necessitates close attention at all phases of the procurement process from development of the solicitation documents to contract negotiations. The procurement cycle can be long and resource intensive. As such, by necessity, and industry standards, negotiating software licences and information technology contracts can take up to 12 months of extensive negotiations, requiring considerable man-hours to be spent undertaking these negotiations. There are currently 86 contracts established by the Team, of which 58 are available to the field missions and are heavily used. The additional Procurement Officer would have overall responsibility for the solicitations for new high-frequency radios and microwave systems contracts as well as assist the other 2 P-3 Procurement Officers and the P-4 Team Leader. In addition, the Team must conduct a long-term review of the effectiveness of and compliance with United Nations regulations and rules with respect to the use of and agreements with the International Computing Centre and UNOPS to ensure that maximum efficiencies are being realized. These market surveys are indicative of the rapid and dynamic changes that define the technology industry, and the Communications and Information Technology Support Team constantly needs to investigate pricing and technological changes to ensure that the organization achieves best value for money.

Facilities and Commercial Services Division, Facilities Management Service

Office Space Planning Officer (1 P-3 position, continuation)

523. The Office Space and Assets Unit in the Planning, Design and Construction Section includes 1 general temporary assistance position (P-3), funded from the support account, which is proposed to be continued. The increase of support account funded personnel at Headquarters from 830 in 2008/09 to approximately 1,311 in 2010/11 has a direct impact on the resources of the Facilities Management Service, specifically in the areas of space planning and contract management, building

maintenance and asset management. Existing and new personnel have to be housed, requiring the Organization to secure leased space and to refurbish and furnish it, a lengthy and staff-intensive process. With the United Nations office space portfolio at capacity, personnel growth can only be met by negotiating and securing additional leased spaces which have to be refurbished and furnished before they meet United Nations occupancy guidelines. This is a staff-intensive process which takes approximately six months on average. The high mobility of the DPKO/DFS workforce, caused by field assignments, inter-office transfers and regular turnover, which results in frequent moves, also requires ongoing space reconfiguration as well as enhanced coordination and tracking to maintain the accuracy of various office space allocations, contacts and asset databases. Such services can no longer be provided through existing regular budget resources, which are limited and have remained at maintenance level over the period of growth of peacekeeping activities. With the current staffing establishment in the Office Space and Assets Unit, only one professional resource at the P-4 level funded by the regular budget is attending to the regular office space requirements of all departments, located in 27 buildings at Headquarters, which has also been largely affected by a steady annual increase.

524. The incumbent will continue to be responsible for office space planning and project management issues as they relate to peacekeeping support activities. He/she will manage the selection of additional premises; prepare current and newly rented space for use based on organizational needs; manage all related planning and project management tasks and effectively utilize office spaces at United Nations Headquarters. He/she will serve as focal point for the Departments of Peacekeeping and Field Support for all office space-related requirements, including the provision of temporary accommodations for planning teams and other field mission staff; coordination of office reconfiguration, personnel moves, acquisition of furniture and related services. In addition, the Office Space Planning Officer will negotiate space allocations with other offices when required and carry out all aspects of contract administration for construction and moving contracts. He/she will also keep an up-to-date computerized graphic space database, monitor occupancy rates and report on space utilizations.

Facilities and Commercial Services Division

Archives and Records Management Section

Associate Information Management Officer (1 P-2 position, continuation)

Records Management Assistant (1 GS (OL) position, new)

525. The Archives and Records Management Section includes 2 continuing posts (1 P-4, 1 P-2) and 1 general temporary assistance position (P-2) funded from the support account, which is proposed to be continued. The continuation of the P-2 position and the establishment of 1 General Service (Other level) position is required to process, catalogue and make accessible the records transferred to the section by peacekeeping missions. This work to provide access to Member States (under existing rules) through the United Nations website is part of a wider effort, begun in 2008, to systematically appraise and manage the accumulation of 50,000 linear feet of peacekeeping records that have been transferred to the Section since 1995. The transfer of records from peacekeeping missions to the Section is typically linked to the end of the mandate of a peacekeeping mission. Exceptionally, however, in 2011 a significant addition to the workload is the planned transfer of records in

excess of 3,000 linear feet from MINURSO and the United Nations Protection Force. During the 2009/10 period, the Associate Information Management Officer appraised 40,000 linear feet of records in the commercial storage, of which 2,000 linear feet will be transferred to United Nations archives for preservation and access; the remaining 38,000 need to be disposed, efficiently, when no longer required. During the 2011/12 period, the Officer will continue to eliminate 10,000 linear feet of backlog by applying the approved retention policy.

526. It is proposed that 1 new general temporary assistance position be established at the General Service (Other level) to handle incoming peacekeeping records as well as the accumulated backlog of 10,000 linear feet (which remain paper-based) and require labour-intensive, hands-on and often repetitive processing such as: moving boxes from pallets to shelving; reboxing; checking contents against lists, applying barcodes, preparing records for disposal etc. The Section also retrieves peacekeeping records as needed for Secretariat offices. The most active use by the Secretariat of peacekeeping records at Headquarters is in the immediate six months after the end of a mandate to support the financial and asset reconciliation. The Records Management Assistant would support the processing of records in order to make the records available as required during this period. Administrative tasks to be done by the Assistant will also include documenting the receipt and disposal of peacekeeping records, including the follow-up that is required to obtain the requisite authorization for disposal of those records, thus significantly reducing the costs for storing records in commercial storage.

527. The variance is attributable to the proposed 4 new positions and the continuation of general temporary assistance positions newly approved for 2010/11 in respect of which delayed recruitment factors of 25 per cent (Professional category) were applied, offset by lower standard salary costs.

	Cost estimates	*Variance*	
Consultants	$544.0	$461.5	559.4%

528. The consultancy requirements are as follows:

(United States dollars)

Expertise	*Person-months*	*Amount*	*Output reference*
Digitization/cataloguing of archives/digital preservation		250 000	1,000 reference responses to the Organization and Member States regarding peacekeeping archives
Record screening	5	14 000	50,000 pages of peacekeeping archives posted on United Nations Internet site for public consultation
Online public exhibit of archival records	4	12 000	50,000 pages of peacekeeping archives posted on United Nations Internet site for public consultation
Review of information and communications technology contractual personnel arrangements	9	178 000	Review and provision of international best practice strategies and concepts of the solicitation procedures and instrument for information technology-related contracts in support of field operations
Website update of revision of Procurement Manual	2	30 000	120 staff trained in field operations in Ethics and integrity in procurement; best value for money; the fundamentals of procurement; and the procurement manual module

Expertise	Person-months	Amount	Output reference
Food Consultant		12 000	Issuance of 2,000 purchase orders, 182 system contracts including amendments, and 500 regular contracts including amendments in support of field operations
Air charter training	0.5	40 000	16 staff trained in project management, contracting for fuel, food rations, sea charter, air charter and other specialized training courses
Training		8 000	Issuance of 2,000 purchase orders, 182 system contracts including amendments, and 500 regular contracts including amendments in support of field operations
Total		**544 000**	

529. The provision of $250,000 would cover ongoing requirements for the engagement of archival cataloguing and digitization services as well as digital preservation of peacekeeping records stored in the commercial storage facility.

530. The provision of $14,000 would cover ongoing requirements for a consultant to assist in the screening of peacekeeping records transferred to the Archives and Management Section, prior to making records available for internal and external research purposes.

531. The provision of $12,000 would provide support to a cultural/archival information management specialist to develop an online exhibition of United Nations Operation in the Congo archival records (in digital format).

532. The provision of $178,000, including $115,000 for travel to nine field operations, is proposed to engage the expertise of three consultants for three months to undertake a review of the solicitation procedures and instruments for information technology-related personnel contracts in support of peacekeeping missions. Global field staffing contracts will be re-tendered during the 2011/12 period and expert independent third party advice is needed in relation to reviewing current operations, and recommending best industry practice regarding the upcoming new solicitation that would meet the Organization's needs.

533. The provision of $30,000 would provide consultancy fees to reflect substantial changes and updates in connection with revision 7 of the online Procurement Manual as well as to incorporate changes resulting from implementation of Umoja.

534. The provision of $12,000 would cover requirements to engage a food rations consultant to advise on price negotiations based on different sources of supply, different indices for approximately 400 different food types included in the United Nations Ration Scale, and the applicable consumption patterns of missions.

535. The provision of $40,000 would cover requirements for two International Air Transport Association consultants to facilitate two specialized training courses on air charter.

536. The provision of $8,000 would cover requirements to engage a consultant to brief and train Procurement staff on the revised Incoterms rules, which came into effect on 1 January 2011.

537. The variance is attributable to the transfer of requirements for the Archives and Records Management Section for archival and cataloguing services from the

other supplies, services and equipment class of expenditure as well as new consultancy requirements for the review of information and communications technology-related contracts in support of field missions.

	Cost estimates	*Variance*	
Official travel	$843.2	($3.4)	(0.4%)

538. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessment/ consultation	178 800	10 procurement assistance visits to field operations, namely: UNMIS, UNLB, UNFICYP, support for AMISOM, MINUSTAH, UNOCI, UNMIL, MINURSO, MONUSCO and UNAMID
		Implementation of record management programmes in compliance with United Nations record-keeping requirements at MONUSCO, UNDOF and UNIFIL
		24 site visits, bidders' conferences and contract negotiations prior to contract award and participation in trade and industry fairs
Seminars/conferences/workshops	165 300	24 site visits, bidders' conferences and contract negotiations prior to contract award and participation in trade and industry fairs
		Organization of an air carrier day at UNLB, aimed at 141 existing vendors as well as new applicants on revised solicitation, registration methods and the reviewed draft contract
Other	396 100	Undertake business seminars in 36 locations for developing countries and countries of economies in transition
Training	103 000	16 staff trained in project management, contracting for fuel, food rations, sea charter, air charter and other specialized training courses
		Implementation of relevant acquisition processes for vehicle-related accessories (e.g., tyres, batteries, other consumables, etc.), following review of global acquisition strategies, in consultation with DFS and field operations
		Issuance of 2,000 purchase orders, 182 system contracts, including amendments, and 500 regular contracts, including amendments, in support of field operations
		Restructure, rewrite and publish electronically the United Nations Procurement Manual in a four-part interactive modular format, segregating and clearly identifying procurement policies from procurement procedures
		Review and provision of international best practice strategies and concepts of the solicitation procedures and instrument for information technology-related contracts in support of field operations
		Organization of a workshop (UNLB) on records, information, and archives for all field operations focal points
Total	843 200	

539. An amount of $178,800 is proposed for travel to undertake mission planning/assessment/consultation activities: conduct annual reviews of procurement activities in 10 field operations in order to identify and report on performance, weaknesses, areas of risk and ongoing challenges and to recommend appropriate action for improvement in the procurement function ($90,500); engaging in complex contract negotiations with vendors for the provision of consultancies, global staffing contracts, global fuel management, food rations management and aviation management software contracts, which would require site inspections ($62,800); and three on-site mission visits to implement record management programmes in compliance with United Nations record-keeping requirements and identify archival records for immediate or future transfer to Headquarters ($25,500).

540. The provision of $165,300 would cover travel requirements related to the following seminars, conferences and workshops: conduct on-site bidders' conferences for high-value food and fuel contracts in peacekeeping missions to provide first-hand knowledge of local infrastructures and missions' complex logistic requirements, required for vendors to submit proposals, as well as the establishment of high-value systems contracts for engineering supplies/equipment. Similarly, the establishment of high-value systems contracts for field supplies entail technical inspections of vendors prototypes and/or production lines followed by contract negotiations ($102,500); participation in specialized air transportation conferences ($28,800); organize the annual air carrier day in UNLB in cooperation with DFS to brief the industry on new developments regarding solicitation methods, revised model contracts and obtain industry feedback ($15,600); attendance of specialized trade fairs related to the automotive industry to ensure that the highest industry standards are applied to vehicle fleet contracting processes and after-sale support ($9,700); and attendance of the chief transportation officers' conference in UNLB to gain better understanding of peacekeeping missions' requirements related to vehicles and fuel ($8,700).

541. The amount of $396,100 is proposed for requirements in the Procurement Division to cover travel of staff to conduct business seminars in 36 locations. Travel would include trips to regions where the peacekeeping missions operate in order to review the capacity of vendors in the areas and disseminate information on procurement opportunities. The funding would also allow the Division to conduct preliminary missions to potential locations for consultation with host country organizations, such as chambers of commerce, and to invite procurement staff from peacekeeping missions to the seminars. The request is in compliance with a series of General Assembly resolutions requesting an increase in procurement opportunities for vendors from developing countries and countries with economies in transition.

542. The provision of $103,000 would cover the following training-related travel requirements: participation in specialized training courses in project management, contracting for fuel, food rations, sea and air charter, vehicles and supply chain management ($66,200); deliver procurement training at the Regional Procurement Office in Entebbe on principles, policies, procedures and practice to ensure their proper interpretation and application by field procurement officers. In addition, the briefing will also launch the establishment of a best practices procurement forum with field missions to discuss, collect and document best procurement practices to be incorporated in the next edition of the United Nations Procurement Manual ($18,700); attendance at the procurement summit on information technology

($4,100); and delivery of annual records, information and archives workshop for peacekeeping staff at UNLB ($14,000).

	Cost estimates	*Variance*	
Other supplies, services and equipment	$770.8	($425.9)	(35.6%)

543. The provision of $770,800 would provide for vendor screening services ($225,000), maintenance of the United Nations Global Marketplace, a web-based vendor registration programme ($245,000), provision of security enhanced United Nations Laissez-Passer documents ($73,000); translation service for the Procurement Manual ($50,000); Dun and Bradstreet vendor credit reports ($35,000); archival and storage supplies ($29,500); placement of advertisements and expressions of interest in magazines ($20,000); subscription to an international publications search engine and news services related to global providers of energy and the chemical industry ($8,500); and training fees for various specialized training courses ($84,800). The variance is attributable to costs for the development of online procurement training modules, which were approved in the 2010/11 period as well as the transfer of requirements for digitization and cataloguing services to the consultant class of expenditure.

D. Office of Internal Oversight Services

(a) Results-based-budgeting framework

544. The mandate of OIOS was established by the General Assembly in its resolutions 48/218B, 54/244 and 59/272, Secretary-General's bulletin ST/SGB/273, the relevant provisions of the Financial Regulations and Rules of the United Nations (ST/SGB/2003/7) and of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8). The Office works closely with the other United Nations oversight bodies, namely the United Nations Board of Auditors and the Joint Inspection Unit, to ensure that work is effectively coordinated.

545. The Office contributes to the goals of the United Nations by promoting responsible administration of resources and improved programme performance, as well as a culture of accountability and transparency. To that end, the Office will: (a) issue recommendations to strengthen internal controls and mitigate risks; (b) provide independent information and assessments to assist effective decision-making; and (c) provide independent reviews of the effectiveness of the use of the Organization's resources. This will be accomplished through the issuance of timely, high-quality reports on inspection, evaluation, internal audit and investigation, in accordance with applicable professional standards. OIOS comprises the Internal Audit Division, the Inspection and Evaluation Division and the Investigations Division, each headed by a Director who reports directly to the Under-Secretary-General for Internal Oversight Services.

546. The Internal Audit Division used a risk-based audit planning approach in compliance with the Institute of Internal Auditors Practice Advisories and developed its 2011/12 audit workplan taking into account the recommendations of the Independent Audit Advisory Committee. The Division identified the top

Organization risks that may hinder the achievement of its objectives, the possible causes of such risks and the related key controls to prioritize audit assignments in 2011/12. In addition, management requests for audits to address specific areas of concern were considered in selecting assignments. The Internal Audit Division also coordinated with the Board of Auditors, the Joint Inspection Unit and other OIOS divisions to increase complementarity and avoid duplication.

547. The Inspection and Evaluation Division focuses its work on evaluative oversight of peacekeeping aspects through its programme and thematic evaluations, assessing the relevance, efficiency, and effectiveness (including impact) of peacekeeping operations.

548. The Investigations Division contributes to the United Nations goals by promoting responsible administration of resources and improved programme performance, as well as a culture of accountability and transparency. To that end, the Division will: (a) issue recommendations to mitigate misconduct; (b) provide independent information and assessments to assist effective decision-making; and (c) provide independent reviews of the effectiveness of the use of the Organization's resources. This will be accomplished through the issuance of timely, high-quality reports on investigations, in accordance with applicable professional standards.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Positive feedback from the General Assembly, including the Fifth Committee and Special Committee on Peacekeeping Operations, on OIOS reports

Outputs

- OIOS reports specifically requested by the General Assembly
- Annual report to the General Assembly on audit results in peacekeeping missions

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Acceptance of 95 per cent of recommendations issued by the Internal Audit Division (2009/10: 99 per cent; 2010/11: 95 per cent; 2011/12: 95 per cent)
	3.2 Acceptance of 90 per cent of evaluation and inspection recommendations (2009/10: 80 per cent; 2010/11: 85 per cent; 2011/12: 90 per cent)
	3.3 Completion of 320 matters received for intake and possible investigations into possible instances of theft, embezzlement, smuggling, bribery and other forms of misconduct as well as waste of resources, abuse of authority and mismanagement on matters relating only to peacekeeping operations (2009/10: 359 reviews; 2010/11: 500 reviews; 2011/12: 320 reviews)

3.4 70 advisory notes issued incidental to investigations to assist with and provide advice on prevention of fraud and other acts of misconduct as well as waste of resources and abuse of authority and mismanagement (2009/10: 79 advisories; 2010/11: 50 advisories; 2011/12: 70 advisories)

3.5 United Nations personnel trained on basic investigation techniques (2009/10: 83 participants; 2010/11: 80 participants; 2011/12: 80 participants)

Outputs

- **15 audit reports by auditors at United Nations Headquarters**
- **85 audit reports by resident auditors located in peacekeeping missions**
- **Organization of one professional development training programme for resident auditors/assistants and organization of the chief resident auditors' annual conference**
- **2 reports on programme evaluations addressing the attainment of broader peacekeeping objectives and results in individual peacekeeping missions**
- **1 report on inspection of a peacekeeping organizational unit or practice**
- **320 reviews and analysis of misconduct allegations for decisions as to jurisdiction and investigative action**
- **100 reports of investigation into possible misconduct relating to peacekeeping operations**
- **70 advisories issued regarding the oversight of peacekeeping operations**
- **100 referrals to programme managers regarding the oversight of peacekeeping operations**
- **10 training sessions on investigating matters provided to programme managers**

External factors

External parties will cooperate with the conduct of audit assignments, evaluation and inspection reviews and investigations

(b) Human resources requirements

Category	*Approved support account posts 2010/11*	*Redeployment, reassignment, reclassification, abolishment*	*General temporary assistance conversions*	*Additional new posts requested*	*Total proposed 2011/12*	*Change*
Professional and higher						
Under-Secretary-General	—	—	—	—	—	—
Assistant Secretary-General	—	—	—	—	—	—
D-2	—	—	—	—	—	—
D-1	1	—	—	—	1	—
P-5	12	—	—	—	12	—
P-4	36	(1)	—	—	35	(1)
P-3	24	(1)	—	—	23	(1)

Category	*Approved support account posts 2010/11*	*Redeployment, reassignment, reclassification, abolishment*	*General temporary assistance conversions*	*Additional new posts requested*	*Total proposed 2011/12*	*Change*
P-2/P-1	—	—	—	—	—	—
Subtotal	**73**	**(2)**	**—**	**—**	**71**	**(2)**
General Service and other						
Principal level	1	—	—	—	1	—
Other level	6	—	—	—	6	—
Field Service	17	(1)	—	—	16	(1)
National General Service	5	(1)	—	—	4	(1)
Subtotal	**29**	**(2)**	**—**	**—**	**27**	**(2)**
Total	**102**	**(4)**	**—**	**—**	**98**	**(4)**

(c) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2009/10)	*Apportionment (2010/11)*	*Cost estimates (2011/12)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	14 049.3	14 561.0	15 000.6	439.6	3.0
II. Non-post resources					
General temporary assistance	4 570.9	7 679.4	8 148.9	469.5	6.1
Consultants	366.8	411.4	408.0	(3.4)	(0.8)
Official travel	1 399.0	1 364.9	1 603.4	238.5	17.5
Facilities and infrastructure	173.7	134.2	176.0	41.8	31.1
Communications	97.4	158.6	141.8	33.2	20.9
Information technology	684.9	609.5	456.4	(153.1)	(25.1)
Other supplies, services and equipment	186.2	92.6	138.5	45.9	49.6
Subtotal II	**7 478.9**	**10 450.6**	**11 073.1**	**622.5**	**6.0**
Total	**21 528.2**	**25 011.6**	**26 073.7**	**1 062.1**	**4.2**

(d) Justification of posts

Internal Audit Division, Resident Auditors' Office

Redeployment of 3 posts (1 P-5 Chief Resident Auditor, 1 P-4 Resident Auditor, 1 FS Audit Assistant) from MINURCAT, UNMIK and MONUSCO to the Resident Audit Office in the Regional Service Centre at Entebbe

549. In order to ensure there is adequate audit coverage from the outset of the global field support strategy, the various activities envisaged by the new Regional Service Centre at Entebbe and the enhanced functions of the Global Service Centre at Brindisi, OIOS is requesting that the following posts be redeployed to the

Regional Service Centre at Entebbe: 1 Chief Resident Auditor (P-5) from MINURCAT, 1 Resident Auditor (P-4) from UNMIK and 1 Audit Assistant (FS) from MONUSCO. Currently there is no presence of the Internal Audit Division in the logistics hub in Entebbe. The staffing establishment of the Resident Audit Office in MINURCAT included 3 Professional (1 P-5, 1 P-4, 1 P-3) and 1 Field Service level posts. Owing to the expiration of the mission's mandate on 31 December 2010, these staffing resources are no longer needed in MINURCAT. The current staffing establishment of the Resident Audit Office in UNMIK includes 2 Professional (1 P-5, 1 P-4) and 1 National General Service level post. Owing to the reduction in the level of audits required in UNMIK based on the risk assessment, the redeployment of 1 P-4 Auditor post from UNMIK to the Resident Audit Office in the Regional Service Centre at Entebbe is proposed. The current staffing establishment of the Resident Audit Office in MONUSCO includes 7 Professional (1 P-5, 4 P-4, 2 P-3) and 3 Field Service level posts. It is proposed that 1 FS post be redeployed to the Regional Service Centre at Entebbe. The remaining 2 Field Service level posts in MONUSCO are considered sufficient for the 2010/11 workplan.

550. The Resident Audit Office in Entebbe will enable the implementation of a risk-based audit plan in order to assess the adequacy of internal controls in mitigating the risks associated with the new framework. The new framework will include the profiling of UNLB to become a global service centre, and the establishment of the first regional service centre that aims to consolidate routine back-office administrative and support functions in the areas of human resources, administration, logistics, finance, information and communications technology, regional training and regional field procurement for field missions in the region.

551. The Resident Audit Office will focus on the establishment and development of the service centre concept and the key controls specific to service centre management, to provide assurance on the economy, efficiency and effectiveness of its operations. The Office will be responsible for overseeing the implementation of the audit workplan at the Regional Service Centre at Entebbe and the Global Service Centre at Brindisi, providing ongoing independent advice to the service centres' management. Audits will focus on the following key controls at the Regional Service Centre at Entebbe, the Global Service Centre at Brindisi and the secondary active telecommunications facility at Valencia, Spain: risk management and strategic planning; development of regulatory framework; delegation of authority system; decision-making system; change management programme; and impact assessment. This requires continuous audit presence that cannot be provided by Headquarters or resident audit offices in peacekeeping missions.

Abolishment of 1 post (1 NGS Audit Assistant) in UNMIK

552. The staffing establishment of the Resident Audit Office in UNMIK currently includes 2 Professional (1 P-5, 1 P-4) and 1 National General Service level post. UNMIK has significantly downsized its operations. Based on the risk assessment by OIOS, future audit activities of the mission will be covered by the Headquarters Peacekeeping Audit Section in New York. It is therefore proposed to abolish 1 National General Service level post, to reassign 1 P-5 level post to the Inspection and Evaluation Division and to redeploy 1 P-4 level post within the Internal Audit Division.

Abolishment of 3 posts (1 P-4 Resident Auditor, 1 P-3 Resident Auditor, 1 FS Audit Assistant) in MINURCAT

553. The staffing establishment of the Resident Audit Office in MINURCAT included 3 Professional (1 P-5, 1 P-4, 1 P-3) and 1 Field Service level post. Owing to the expiration of the mission's mandate on 31 December 2010, it is proposed that 2 Professional (1 P-4, 1 P-3) and 1 Field Service level posts be abolished. It is proposed that 1 Professional level post (P-5) be redeployed to the Resident Audit Office in the Regional Service Centre at Entebbe.

Inspection and Evaluation Division

Reassignment of 1 post (1 P-5 Chief Resident Auditor) from UNMIK to the Inspection and Evaluation Division (1 P-5 Senior Evaluation Officer)

554. The evaluation and inspection function in OIOS rests with the Inspection and Evaluation Division and complements the other two oversight functions of audit and investigation by focusing on the broader issues of the relevance, efficiency and effectiveness, including the impact of Secretariat programmes. The General Assembly has repeatedly maintained that restructuring and strengthening of evaluation capacity is part of the overall effort to strengthen accountability and oversight in the United Nations. In this context, the Assembly, in paragraph 19 of its resolution 58/269, emphasized the need to strengthen the monitoring and evaluation system, and urges the Secretary-General to improve the format and timing of programme performance and evaluation reports.

555. The Division is headed by a Director (D-2) and comprises three sections with a total of 18 Professional (1 D-1, 3 P-5, 5 P-4, 4 P-3, 5 P-2) and 4 General Service (Other level) posts funded by the regular budget as well as 2 P-4 Evaluation Officer posts funded by the support account. As the only operationally independent evaluation resource covering the largest area of operations for the United Nations, it is critical that resources be available to support doctrinal and methodological development for evaluation of peacekeeping operations. In order to strengthen the capacity of the Division in this regard, it is proposed that 1 P-5 post (Chief Resident Auditor) be reassigned from UNMIK to the Inspection and Evaluation Division (Senior Evaluation Officer). With the available capacity dedicated fully to the conduct of programme evaluation of peacekeeping missions, there is no current capacity available for the conduct of inspections of areas at risk, or of thematic evaluation, of cross-cutting peacekeeping operational issues.

556. With the additional post at the P-5 level, the capacity of the Division would be enhanced to provide reliable and independent evaluative evidence on peacekeeping performance and achievement of results. The Division would be able to conduct one additional inspection of a key area at risk, to conduct thematic evaluations, and to review and assess the methodology, effectiveness and efficiency of current peacekeeping evaluation work.

(e) **Analysis of resource requirements**[1]

	Cost estimates	*Variance*	
Posts	**$15 000.6**	**$439.6**	**3.0%**

557. The provision of $15,000,600 would cover salaries, common staff costs and staff assessment for 98 continuing posts. The variance is attributable to increased mission-specific standard salary costs, which have been applied to 73 continuing posts in field operations, offset by the abolishment of 4 posts in the Internal Audit Division and decreased New York standard salary costs, which have been applied to 25 continuing posts at United Nations Headquarters.

	Cost estimates	*Variance*	
General temporary assistance	$8 148.9	$469.5	6.1%

558. The proposed requirements in the amount of $8,148,900 would cover the continuation of 53 general temporary assistance positions, the establishment of 1 new position, as well as maternity/sick leave coverage for the Office; 8 months for the Professional category and 12 months for the General Service (Other level), as described below.

Investigations Division

559. Pending the presentation of a comprehensive report on the pilot project on the restructuring of the Investigations Division in the context of the 2012/13 support account budget, it is proposed that the 51 general temporary assistance positions in the Investigations Division be continued and to establish 1 new position at the General Service level, as follows: 9 continuing positions in the regional hub in New York (1 P-5, 3 P-4, 2 P-3, 3 GS (OL)), 14 continuing positions in the regional hub in Vienna (1 D-1, 1 P-5, 2 P-4, 7 P-3, 1 GS (PL), 2 GS (OL)) and 16 continuing positions in the regional hub in Nairobi (1 D-1, 1 P-5, 4 P-4, 6 P-3, 4 GS (OL)), as well as 12 continuing positions in field missions (MINUSTAH: 1 P-4; MONUSCO: 1 P-4, 1 P-3, 1 NGS; UNMIL: 1 P-4, 2 P-3, 1 NGS; UNMIS: 1 P-4, 2 P-3; UNOCI: 1 P-4).

Investigations Assistant (1 GS (OL) position, new)

560. The Professional Practices Section in the Investigations Division provides a professional operational support capacity for the Division to enhance the effectiveness of professional investigative practices, thereby increasing quality output of the Division. It is proposed that 1 new general temporary assistance position be established at the General Service level to screen incoming draft investigation reports on the oversight of peacekeeping operations and update the report tracker database; oversee their dissemination and placement in appropriate databases; monitor drafting and release of drafted reports for issuance to Member States; update case files on the implementation of report recommendations; prepare and dispatch electronic and hard copy evidentiary information packages for clients; design and format revised OIOS Investigation Manual and guidance material templates; and maintain the Professional Practices Section Intranet web page and guidance material matrix. The staffing establishment of the Professional Practices Section currently consists of 3 Professional level posts (1 P-4, 2 P-3) funded by the support account and 7 Professional (1 P-5, 4 P-4, 2 P-3) and 1 General Service level post funded by the regular budget.

Internal Audit Division

Information and Communications Technology Auditor (1 P-4 position, continuation)

561. It is proposed that 1 general temporary assistance position at the P-4 level in the Information and Communications Technology Audit Section be continued. The staffing establishment of the Section currently consists of 2 Professional posts (1 P-5, 1 P-3) funded by the regular budget and 1 P-4 Information and Communications Technology Auditor funded by the support account. The Information and Communications Technology Audit Section is responsible for overseeing the implementation of the audit workplan in information and communications technology and providing ongoing independent advice to the missions' management on information and communications technology issues. The implementation of the risk-based audit plans in the Information and Communications Technology Audit Section is critical in mitigating risk associated with the mission operations. The Information and Communications Technology Auditor will address the following new initiatives: the deployment in the peacekeeping missions of two major Organization-wide enterprise systems, such as Umoja and Inspira, the establishment of the Regional Support Centre at Entebbe; and the secondary active telecommunications facility at Valencia, Spain.

Resident Auditor (the support of the African Union Mission in Somalia) (1 P-4 position, continuation)

562. It is proposed that 1 general temporary assistance position at the P-4 level in the Resident Audit Office of the support for AMISOM be continued. The staffing establishment of the Resident Audit Office currently consists of 2 Professional (1 P-5, 1 P-3) and 1 National General Service level post. Since the support for AMISOM is a relatively new operation, the implementation of the audit plan will address key controls necessary to manage risk associated with the operation's critical objectives. The proposed continuation of the P-4 Resident Auditor position will be dedicated to conducting audit assignments assessing the adequacy of key controls.

563. The variance is attributable to the proposed 1 new position (GS (OL)), the new requirement for 8 person-months at the P-3 level and 12 person-months at the General Service (Other level) coverage for maternity and sick leave and increased mission-specific standard salary costs, which have been applied to 13 continuing general assistance positions in field operations.

	Cost estimates	*Variance*	
Consultants	$408.0	($3.4)	(0.8%)

564. The consultancy requirements are as follows:

(United States dollars)

Expertise	*Person-months*	*Amount*	*Output reference*
Support to multidimensional inspections/evaluations (Inspection and Evaluation Division)	18	254 000	2 reports on programme evaluations addressing the attainment of broader peacekeeping objectives and results in individual peacekeeping missions
Specialized investigative skills (Investigations Division)	3	24 000	320 reviews and analysis of misconduct allegations for decisions as to jurisdiction and investigative action
Information and communications technology Audit Specialist (Internal Audit Division)	4	45 000	15 audit reports by United Nations Headquarters auditors 85 audit reports by resident auditors located in peacekeeping missions
Audit training (Internal Audit Division)	3	70 000	15 audit reports by United Nations Headquarters auditors 85 audit reports by resident auditors located in peacekeeping missions
Investigative interviewing techniques training (Investigations Division)	1.5	15 000	320 reviews and analysis of misconduct allegations for decisions as to jurisdiction and investigative action
Total		408 000	

565. The provision of $254,000 would provide support to conduct two in-depth programme evaluations in peacekeeping missions, including support to lead the survey project of the local population in that country/region and responsibility for all data-collection methodologies, instruments, analysis and formulation of findings that this local population survey arm of the project entails.

566. The provision of $24,000 would cover requirements for the engagement of one consultant in each of the regional hubs to provide services required to cover specialized investigative skill areas such as handwriting analysis, which are not normally part of an investigator's skill set.

567. The provision of $45,000 would cover the requirements of the Internal Audit Division for the provision of funding for the engagement of consultants to assist in the audits of information and communications technology governance, security management and disaster recovery/business continuity in four peacekeeping missions. The consultants will collaborate with and assist OIOS auditors in determining whether the peacekeeping missions have adequate controls and mechanisms in place to govern, monitor, measure, evaluate and report on the performance and security of information and communications technology operations and resources.

568. The provision of $70,000 would cover the requirements of the Internal Audit Division to engage consultancy services to deliver the following training courses during the resident auditors' training conference in 2012: a two-day team-building workshop to be facilitated by an Office of Human Resources Management consultant and a training course on data sampling/analysis and the use of computer-assisted auditing techniques, covering topics such as data-manipulation terms, common data formats and structures, IDEA navigation and data sampling. The provision would

also supply funding for a training course for information and communications technology auditors on best practices for information systems auditing, compliance requirements and mapping of compliance requirements to the internationally accepted ISO/IEC 27002:2005 and the ISO/IEC 27001:2005 standards.

569. The provision of $15,000 would cover the requirements of the Investigations Division to engage one consultant in each of the regional hubs to conduct training on interviewing and forensic techniques.

	Cost estimates	*Variance*	
Official travel	$1 603.5	$238.6	17.5%

570. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessment/ consultation	847 800	15 audit reports by United Nations Headquarters auditors 85 audit reports by resident auditors located in peacekeeping missions 2 reports on programme evaluations addressing the attainment of broader peacekeeping objectives and results in individual peacekeeping missions 1 report on inspection of a peacekeeping organizational unit or practice 320 reviews and analysis of misconduct allegations for decisions concerning jurisdiction and investigative action 70 advisories issued regarding the oversight of peacekeeping operations
Other	34 500	15 audit reports by United Nations Headquarters auditors
Training	721 200	15 audit reports by United Nations Headquarters auditors 85 audit reports by resident auditors located in peacekeeping missions 2 reports on programme evaluations addressing the attainment of broader peacekeeping objectives and results in individual peacekeeping missions 1 report on inspection of a peacekeeping organizational unit or practice 320 reviews and analysis of misconduct allegations for decisions concerning jurisdiction and investigative action 70 advisories issued regarding the oversight of peacekeeping operations
Total	1 603 500	

571. An amount of $847,800 is proposed to undertake the following mission planning/assessment/consultation activities: senior staff of the Peacekeeping Audit Service to carry out management/supervisory visits to resident audit offices in three

field operations ($30,200); Internal Audit Division staff to perform quality assurance reviews, assist in audits and provide hands-on training in five field operations ($37,200); auditors from the Information and Communications Technology Audit Section and a consultant to undertake audits of information and communications technology governance, security management and disaster recovery/business continuity in UNAMID, UNMIT, support for AMISOM and the logistics hub in Entebbe ($125,500); and conduct a special assignment audit in UNAMID and UNMIK on fraud ($37,000). The amount proposed would also allow for regional and within-mission travel of resident audit staff ($170,400). The amount would also cover travel of investigators to complete 120 trips from the regional hubs to various peacekeeping missions to conduct investigations into possible misconduct ($333,700). The proposed amount would also provide funds for staff of the Inspection and Evaluation Division: to undertake scoping and data-collection visits to two field operations; to lead the local population survey in two missions; and to conduct one inspection of a peacekeeping organizational unit or practice ($113,800).

572. The amount of $34,500 would cover six trips of the Internal Audit Division to participate in recruitment interviews in Geneva and Nairobi.

573. The provision of $721,200 would cover travel requirements in connection with training activities, specifically: travel of resident audit staff and Headquarters-based auditors to participate in the annual internal audit conference in Entebbe ($321,200); travel of consultants to conduct various training courses during the annual internal audit conference in Entebbe ($32,800); and travel of the chief resident auditors to New York for the annual work-planning conference ($90,400); the travel of 12 investigators from Nairobi, New York, Vienna and peacekeeping operations to participate in external courses on basic and advanced interview techniques ($89,600), as well as travel for a retreat in New York to train all investigators with a view to improving the conduct of investigations of possible misconduct ($167,500); and participation of Inspection and Evaluation Division staff in advanced training courses on programme evaluation of peacekeeping operations ($19,700).

574. The variance is mainly attributable to regional and within-mission travel requirements of resident auditors, which previously had been absorbed by mission budgets and to case-related travel in the Investigations Division.

	Cost estimates	*Variance*	
Facilities and infrastructure	$176.0	$41.8	31.1%

575. The proposed amount of $176,000 would cover common services costs for Investigations Division staff in Nairobi and Vienna and costs for the acquisition of office supplies for all OIOS staff.

	Cost estimates	*Variance*	
Communications	$141.8	($16.8)	(10.6%)

576. The estimate of $141,800 would provide for commercial communications, at the standard rate derived from past expenditure patterns, for OIOS staff in Nairobi, New York and Vienna, as well as the acquisition of standard communications equipment (a telephone set) for new staff.

	Cost estimates	Variance	
Information technology	$456.4	($153.1)	(25.1%)

577. The estimate of $456,400 would provide for the maintenance and repair of information technology equipment based on the standard service-level agreements established for each workstation in Nairobi, New York and Vienna ($115,200) and the support account share ($4,100) of the central information technology infrastructure costs (information storage and backup, application hosting, departmental servers and other services) derived from the past expenditure patterns, as well as the acquisition of standard replacement and purchase of new standard information technology equipment ($8,000).

578. In addition, the provision includes requirements for specialized software licences and fees for the case management system (Investigations Division), data analysis software and remote access (Citrix) for peacekeeping mission staff (Internal Audit Division) ($329,100). The variance is mainly attributable to fewer non-standard software acquisitions in the Investigations Division.

	Cost estimates	Variance	
Other supplies, services and equipment	$138.5	$45.9	(49.6%)

579. The proposed amount of $138,500 would provide for the following services: vendor background checks, DNA tests and subscription to various audit publications, subscription to an international publications search engine ($81,700). In addition, the provision includes requirements for various training fees ($56,800): a team-building workshop, a course on advanced programme evaluation techniques, a course on advanced interview techniques, participation in the Institute of Internal Auditors online courses and online report-writing training (Commonwealth of Learning). The variance is mainly attributable to an increase in the vendor background checking fees.

E. Executive Office of the Secretary-General

(a) Results-based-budgeting framework

580. The organization and functions of the Executive Office of the Secretary-General are outlined in Secretary-General's bulletin ST/SGB/1998/18. The Executive Office comprises the Strategic Planning Unit; Political, Peacekeeping and Humanitarian Affairs Unit; Coordination Unit; Speechwriting and Communications Unit; Scheduling Office; and Administrative Unit.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Increased percentage of reports to the Security Council and General Assembly and other bodies on peacekeeping issues submitted by the due date (reports to the Security Council, 2009/10: 66 per cent; 2010/11: 85 per cent; 2011/12: 95 per cent; reports to the General Assembly, 2009/10: 89 per cent; 2010/11: 70 per cent; 2011/12: 95 per cent)
	1.2 All documents (e.g., reports, talking points, statements, letters and speeches) are reviewed by the Executive Office of the Secretary-General and returned to the lead department within a maximum of four days

Outputs

- Provision of advice for approximately 148 reports of the Secretary-General to the Security Council and General Assembly on peacekeeping issues
- Provision of advice for approximately 1,580 talking points, including the preparation of 12 presentations by the Secretary-General to the Security Council
- Provision of advice for 225 letters related to peacekeeping matters from the Secretary-General to the Security Council, the General Assembly, other intergovernmental bodies, troop-contributing countries and other key interlocutors on peacekeeping issues

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Provision of 200 notes from the Secretary-General or senior officials of the Executive Office of the Secretary-General to the Department of Peacekeeping Operations

Outputs

- Comments and guidance from the Executive Office of the Secretary-General to peacekeeping missions on the Secretary-General's reports on peacekeeping missions provided within 5 days
- Advice in the preparation and subsequent revision of reports on peacekeeping issues to be submitted to the Security Council, the General Assembly and other intergovernmental bodies provided within 5 days

External factors

- Documentation for review is submitted to the Executive Office of the Secretary-General on a timely basis
- Advice from intergovernmental bodies on peacekeeping issues is requested

(b) Human resources requirements

Category	Approved support account posts 2010/11	Redeployment, reassignment, reclassification	General temporary assistance conversions	Additional new posts requested	Total proposed 2011/12	Change
Professional and higher						
Under-Secretary-General	—	—	—	—	—	—
Assistant Secretary-General	—	—	—	—	—	—
D-2	—	—	—	—	—	—
D-1	1	—	—	—	1	—
P-5	2	—	—	—	2	—
P-4	—	—	—	—	—	—
P-3	—	—	—	—	—	—
P-2/P-1	—	—	—	—	—	—
Subtotal	3	—	—	—	3	—
General Service and other						
Principal level	—	—	—	—	—	—
Other level	2	—	—	—	2	—
Subtotal	2	—	—	—	2	—
Total	5	—	—	—	5	—

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2009/10)	Apportionment (2010/11)	Cost estimates (2011/12)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	852.2	914.2	888.7	(25.5)	(2.8)
II. Non-post resources					
General temporary assistance	98.1	94.4	91.8	(2.6)	(2.8)
Consultants					
Official travel					
Facilities and infrastructure	3.4	2.5	2.5	—	—
Communications	7.0	8.2	8.4	0.2	2.4
Information technology	9.9	14.4	14.0	(0.4)	(2.8)
Other supplies, services and equipment					
Subtotal II	118.4	119.5	116.7	(2.8)	(2.3)
Total	970.9	1 033.7	1 005.4	(28.3)	(2.7)

(d) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$888.7	($25.5)	(2.8%)

581. The provision of $888,700 would cover salaries, common staff costs and staff assessment for the 5 continuing posts. The variance is attributable to decreased standard salary costs.

	Cost estimates	*Variance*	
General temporary assistance	$91.8	($2.6)	(2.8%)

582. The proposed requirements in the amount of $91,800 would cover the continuation of 12 person-months of general temporary assistance, as described below.

Administrative Assistants (2 GS (OL) positions, 6 months, continuation)

583. It is proposed that 2 general temporary assistance positions be continued for six months each to support the Executive Office of the Secretary-General during peak workload periods.

	Cost estimates	*Variance*	
Facilities and infrastructure	$2.5	—	—

584. The proposed amount of $2,500 would provide for the acquisition of office supplies for the 5 continuing posts.

	Cost estimates	*Variance*	
Communications	$8.4	$0.2	2.4%

585. The estimate of $8,400 would provide for commercial communications, at the standard rate derived from past expenditure patterns, for 5 continuing posts as well as costs associated with the provision of Citrix/Mobile Office licences for 2 staff members.

	Cost estimates	*Variance*	
Information technology	$14.0	($0.4)	(2.8%)

586. The estimate of $14,000 would cover requirements for 5 continuing posts and provide for the maintenance and repair of information technology equipment based on standard service-level agreements established by the Office of Information and Communications Technology ($7,800) and the support account share for the Executive Office of the Secretary-General and the Ethics Office ($4,500) of central information technology infrastructure costs (information storage and backup, application hosting, departmental servers and other services) derived from the past expenditure patterns as well as the replacement of standard information technology equipment ($1,700).

F. Office of Administration of Justice

1. Cost-sharing arrangement

(a) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2009/10) (1)	Apportionment (2010/11) (2)	Cost estimates (2011/12) (3)	Variance Amount (4)=(3)-(2)	Variance Percentage (5)=(4)÷(2)
I. Post resources	—	—	—	—	—
II. Non-post resources					
Other supplies, services and equipment	—	—	2 379.7	2 379.7	—
Subtotal II	—	—	2 379.7	2 379.7	—
Total	—	—	2 379.7	2 379.7	—

587. Pursuant to General Assembly resolution 62/228 on the administration of justice at the United Nations, the net amount of $2,379,700 is proposed based on the cost-sharing arrangement among the United Nations Secretariat, funds and programmes and peacekeeping operations. The following elements of the administration of justice will be cost-shared: the Office of Administration of Justice, which includes the Office of Staff Legal Assistance and the Office of the United Nations Ombudsman and Mediation Services, and the costs for interpretation, meeting services and translation. For the purpose of transparency and to reflect the support account-funded staffing element of the administration of justice, the resource requirements funded by the support account for the Office of Staff Legal Assistance and the Office of the United Nations Ombudsman and Mediation Services are included in sections 2 and 3 below. The costs of the Office of the United Nations Ombudsman and Mediation Services that are borne by the support account, as well as the costs of the Office of Staff Legal Assistance also included in the support account, are being deducted from the overall share to be charged to the support account. The support account will be charged at the net amount.

Net amount of support account share for the administration of justice for 2011/12

Total support account cost share	4 029.1
Less Office of the United Nations Ombudsman and Mediation Services[a]	(1 552.6)
Less Office of Staff Legal Assistance	(96.8)
Net amount of support account share for the administration of justice	**2 379.7**

[a] Based on 2010/11 appropriation.

2. Office of Staff Legal Assistance

(a) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2009/10)	Apportionment (2010/11)	Cost estimates (2011/12)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	—	—	—	—	—
II. Non-post resources					
General temporary assistance	—	—	96.8	96.8	—
Subtotal II	—	—	96.8	96.8	—
Total	—	—	96.8	96.8	—

588. Pursuant to General Assembly resolution 65/251, 1 temporary P-3 position located in Nairobi has been approved to be funded from the support account for the financial period ending 31 December 2011 to assist with cases being received by the Office of Staff Legal Assistance from peacekeeping operations.

3. Office of the United Nations Ombudsman and Mediation Services

(a) Results-based-budgeting framework

589. The Office of the United Nations Ombudsman and Mediation Services was established by the General Assembly in its resolutions 55/258 and 56/253. By its resolution 62/228, the General Assembly strengthened the Office's capacity to deliver services to its constituencies by creating: (a) a single, integrated and geographically decentralized structure that serves the Secretariat, funds and programmes and UNHCR; (b) a mediation service; and (c) regional branches. The Office of the United Nations Ombudsman and Mediation Services has revised its terms of reference (ST/SGB/2002/12) and these are expected to be set out in a new Secretary-General's bulletin.

590. As a first step towards resolving workplace concerns, the Office of the United Nations Ombudsman and Mediation Services will continue to provide the full range of informal dispute resolution services available to staff in peacekeeping missions funded under the support account in order to address disputes at an early stage, thus contributing to greater output and accomplishments in the workplace by enhancing the overall productivity of individuals and teams. During 2010, the Office has seen an increase in its utilization rate related to peacekeeping by 50 per cent (70 per cent increase overall), with cases becoming more complex in nature, often involving multiple issues and/or multiple parties. As requested by the General Assembly, the Office will further continue to place emphasis on the identification of systemic issues in peacekeeping areas, in coordination with the Under-Secretaries-General for Peacekeeping Operations and Field Support, and other senior officials, particularly to shift the organizational culture to one of collaboration and conflict prevention.

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	**3.1 Response and first action taken within 30 days from the time of receipt of inquiries in 100 per cent of cases**

Outputs

- **Provision of full services in at least 400 ombudsman and mediation cases, including through on-call ombudsmen and mediators**
- **Cross-cutting analysis of at least 400 cases to identify the cause of conflict and systemic issues**
- **100 per cent systematic case tracking through database technology, including semi-annual reports to peacekeeping missions**
- **Provision of an annual report to the General Assembly including information on systemic issues**
- **10 regular missions to peacekeeping operations to provide on-site ombudsman and mediation services, including travelling inside the mission area by the regional ombudsmen and/or Headquarters staff for complex or sensitive cases**
- **5 rapid-response interventions in unforeseen high-risk multiparty disputes, or as required**
- **Quarterly awareness-raising videoconferences with staff in peacekeeping operations, bimonthly updates on the Office's website, production of 3,000 information material brochures**

External factors

External factors: security situation in missions will allow visits

(b) Human resources requirements

Category	*Approved support account posts 2010/11*	*Redeployment, reassignment, reclassification*	*General temporary assistance conversions*	*Additional new posts requested*	*Total proposed 2011/12*	*Change*
Professional and higher						
Under-Secretary-General	—	—	—	—	—	—
Assistant Secretary-General	—	—	—	—	—	—
D-2	—	—	—	—	—	—
D-1	—	—	—	—	—	—
P-5	3	—	—	—	3	—
P-4	—	—	—	—	—	—
P-3	2	—	—	1	3	1
P-2/P-1	—	—	—	—	—	—
Subtotal	**5**	**—**	**—**	**1**	**6**	**1**
General Service and other						
Principal level	—	—	—	—	—	—
Other level	—	—	—	—	—	—
Security Service	—	—	—	—	—	—

Category	Approved support account posts 2010/11	Redeployment, reassignment, reclassification	General temporary assistance conversions	Additional new posts requested	Total proposed 2011/12	Change
Field Service	—	2	—	—	2	2
National General Service	2	(2)	—	—	—	
Subtotal	2	—	—	—	2	—
Total	7	—	—	1	8	1

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2009/10)	Apportionment (2010/11)	Cost estimates (2011/12)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	477.0	1 108.5	1 261.6	153.1	13.8
II. Non-post resources					
General temporary assistance	60.9	254.5	294.1	39.6	15.6
Consultants			182.0	182.0	
Official travel	178.0	139.7	158.8	19.1	13.7
Facilities and infrastructure	3.5	1.5	2.0	0.5	33.3
Communications	10.4	9.8	11.1	1.3	13.3
Information technology	12.0	8.8	13.6	4.8	54.5
Other supplies, services and equipment	24.5	29.8	31.9	2.1	7.0
Subtotal II	289.3	444.1	693.5	249.4	56.2
Total	766.3	1 552.6	1 955.1	402.5	25.9

(d) Justification of posts

591. The current staffing establishment of the Office comprises 5 Professional (3 P-5, 2 P-3) and 2 National General Service level posts as well as 2 general temporary assistance positions (1 P-4, 1 GS (OL)) funded by the support account. Out of the total 7 posts funded from the support account, 6 posts are deployed to the regional offices in Khartoum and Kinshasa, with 1 P-5 Regional Ombudsman, 1 P-3 Case Officer and 1 National General Service post in each location.

592. The Office of the Ombudsman and Mediation Services at Headquarters comprises the following posts funded under the regular budget: 1 Assistant Secretary-General, 1 D-1 Director of Office, 1 D-1 Director of the Mediation Division, 2 P-5 Mediator, 1 P-4 Conflict Resolution Officer, 1 P-3 Information Officer and 3 General Service (Other level).

Office of the United Nations Ombudsman and Mediation Services, New York

Case Administration Officer (1 P-3, new)

593. The P-3 Case Administrator will be responsible for the administration, triaging and tracking of cases from staff in peacekeeping missions and in particular for the following functions: maintaining high-quality data on all 400 cases received; assisting the Senior Conflict Resolution Officer in the analysis of the data to ensure the identification of systemic issues; conducting quality assurance of all cases by streamlining data processing; ensuring maintenance and continuous improvement of the database; conducting feedback exercises with clients to ensure customer satisfaction.

594. The Case Administration Officer would ensure expeditious central intake of cases from staff in peacekeeping operations and liaise with the regional branches of the Office of the United Nations Ombudsman and Mediation Services in MONUSCO and UNMIS; establish a quality assurance mechanism and ensure that all clients receive a timely response and follow-up; provide clients with initial information about the Office of the United Nations Ombudsman and Mediation Services and familiarize them with the informal dispute resolution process and procedures; ensure the confidential documentation of cases in the case database and in the case archive; oversee the appropriate case tracking in the regional branches in Kinshasa and Khartoum as well as assist the Senior Conflict Resolution Officer and the Case Officer at Headquarters in handling their cases; liaise with offices such as the Office of Staff Legal Assistance, Management Evaluation Unit and Administrative Law Section to obtain information and coordinate activities related to the administration of cases; and track the cost implications of cases and prepare such analysis for the ombudsman.

595. The proposed P-3 Case Administration Officer will allow the Office to increase the effectiveness of its operations and to expedite the resolution of cases. Overall client satisfaction will be increased and the level of workplace conflict in the Organization be decreased. Ultimately, this will have a positive effect on the overall productivity of the Organization.

Regional branches of the Office of the United Nations Ombudsman and Mediation Services

Reclassification of 2 posts (2 NGS Administrative Assistants to FS) in the regional branches MONUSCO and UNMIS

596. The regional branches in Kinshasa and Khartoum currently handle on average 130 cases each per year. The Administrative Assistant will in many cases be the first point of contact with the visitors; undertake preliminary review, analysis and processing of cases, identifying clients' needs and triaging these to the regional ombudsman or the case officer as appropriate or dealing with requests for information/follow-up directly; keep clients informed of progress and meet the timeline for services to clients; keep abreast of human resources policies, conditions of service and developments in the various new policies and practices as many cases referred to in the Office pertain to employment-related issues. The Administrative Assistant will undertake research on a wide range of complex human resources-related issues, organizational policies and practices and best practices from other cases, bringing precedents to the attention of the regional ombudsman; monitor resolution of cases and ensure closures; be responsible and maintain the case

database, ensuring that all information is properly recorded; generate reports and statistical information, analysing trends and patterns for the regional ombudsman's review; draft communications to Headquarters and to clients; supervise the recruitment and servicing of consultants and interns; establish and maintain relationships with a broad range of constituencies, including at the senior level to understand needs, ensuring confidentiality and impartiality; provide administrative support, including for budget preparation and the monitoring of expenditures. These responsibilities require more senior and experienced staff and it is therefore proposed to reclassify the 2 National General Service level posts in the regional branches to Field Service level posts.

(e) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$1 261.6	$153.1	13.8%

597. The provision of $1,261,600 would cover salaries, common staff costs and staff assessment for the 7 continuing posts and 1 proposed new post. The variance is attributable to the proposed establishment of 1 new post, in respect of which a delayed recruitment factor of 65 per cent (Professional category) was applied and increased mission-specific standard salary costs, which have been applied to 6 continuing posts in the regional offices.

	Cost estimates	*Variance*	
General temporary assistance	$294.1	$39.6	15.6%

598. The proposed requirements in the amount of $294,100 would cover the continuation of 2 general temporary assistance positions, as described below.

Office of the United Nations Ombudsman and Mediation Services, New York

Case Officer (1 P-4 position, continuation)

Administrative Assistant (1 GS (OL) position, continuation)

599. The need for a dedicated capacity in the Office to handle cases originating from peacekeeping personnel other than those covered by the regional ombudsman branches in Kinshasa and Khartoum continues to be a key challenge. The establishment of the regional branches in MONUSCO and UNMIS has reaffirmed the need to provide dedicated services to the staff not serviced through the regional branches. The total number of cases (401) during the cycle 2009/10 cannot be handled by the regional branches alone and it is therefore proposed to continue the general temporary assistance position at the P-4 level.

600. The Case Officer (P-4) will service cases originating from MINURSO, MINUSTAH, UNDOF, UNMIK, UNMIL, UNMIT, UNOCI, UNFICYP and UNIFIL. These peacekeeping areas employ over 8,000 staff who are not served by the regional ombudsmen. In addition, the Case Officer will support the Office in the management of operations between Headquarters and the regional branches, which involves the effective processing of and follow-up on the expected total number of 400 cases from peacekeeping missions in conformity with the operating procedures of the Office of the United Nations Ombudsman and Mediation Services at

Headquarters. The Case Officer will identify lessons learned, contribute to sharing best practices and assist in the identification and analysis of cross-cutting issues as well as serve as a secretary to the forum on systemic issues.

601. The incumbent would also assist the Senior Conflict Resolution Officer in handling queries, consultations and requests for comments from other components of the administration of justice system relating to peacekeeping field cases and act as a conduit between the regional branches and counterparts in the administration at Headquarters. The incumbent will assist in developing consistent case-handling procedures for all peacekeeping cases.

602. It is also proposed to continue the general temporary assistance position at the General Service (Other level) for an Administrative Assistant to provide the necessary administrative support to the Senior Conflict Resolution Officer (P-5) and the Case Officer (P-4). The caseload has increased considerably between the 2008/09 and 2009/10 periods from 266 to 401 cases. The Administrative Assistant would continue to perform the following functions: receive and process requests for appointments, carry out basic research, organize videoconferences and relevant briefing materials for outreach and consultation with the regional branches and peacekeeping missions; provide background information; and support office operations relating to field cases from MINURSO, MINUSTAH, UNDOF, UNMIK, UNMIL, UNMIT, UNOCI, UNFICYP and UNIFIL. The incumbent would further assist in preparing case files and provide support in the administration of the overall work related to case management.

603. The variance is attributable to the continuation of 2 general temporary assistance positions newly approved for 2010/11 in respect of which delayed recruitment factors of 25 per cent (Professional category) and 12.5 per cent (General Service category) were applied, offset, in part, by lower standard salary costs.

	Cost estimates	*Variance*
Consultants	$182.0	$182.0

604. The consultancy requirements are as follows:

(United States dollars)

Expertise	*Person-months*	*Amount*	*Output reference*
Provision of on-call ombudsman and mediation services		100 000	5 rapid-response interventions in unforeseen high-risk multiparty disputes, or as required Provision of full services in at least 400 ombudsman and mediation cases including through on-call ombudsmen and mediators
Review of the efficacy of the newly established regional ombudsman branches in MONUSCO and UNMIS in the context of the overall expansion and operation of the Office of the United Nations Ombudsman and Mediation Services	4	82 000	Provision of full services in at least 400 ombudsman and mediation cases including through on-call ombudsmen and mediators
Total		182 000	

605. The provision of $100,000, including $40,000 for travel, would cover requirements to engage 2 on-call employment dispute specialists to respond to 5 unforeseen conflict situations. Based on past experience, the complexity of mediation and team interventions requires an on-call employment dispute specialist to be available for about 10 days, which would include the conduct of the conflict resolution process from the obtaining of agreements to mediating the conclusion and implementation of a settlement agreement.

606. The strengthening of the Office of the United Nations Ombudsman and Mediation Services included the decentralization of services and the creation of a mediation service. Emphasizing the particular importance of mediation as a tool for amicable and early conflict resolution, the General Assembly also made funds available under the regular budget to create a pool of on-call ombudsmen and mediators that would respond to critical situations on an as-needed basis. In doing so, the Assembly recognized the need for a team of readily available dispute resolvers who would be located in the various geographic regions in addition to the core staffing of the Office of the United Nations Ombudsman and Mediation Services. This group of on-call dispute resolvers comprises highly trained individuals from various cultural backgrounds who have the relevant linguistic skills. This standby mechanism enables the Organization to respond effectively to unforeseen conflict situations that otherwise would not be addressed through existing resources.

607. During the 2009/10 period, the Office of the United Nations Ombudsman and Mediation Services received 401 requests for services from staff in missions. In particular, demand for services included requests for large team interventions and mediations. Many of these conflict situations had been festering for a long period of time; some were on the verge of escalating to the litigation process. In all cases, such situations had already affected the productivity and output of entire groups. Group interventions and mediation are very complex in nature as they often involve multiple parties and/or multifaceted issues, including problems of an interpersonal nature. The resolution of such critical and seemingly intractable issues requires the intervention of highly skilled employment specialists. A number of such cases have been successfully resolved in 2010 and various field operations have commended the Office of the United Nations Ombudsman and Mediation Services on these results. Allowing such disputes to remain unaddressed can significantly affect the ability of the individual staff member, the team and, ultimately, the field operation to deliver their respective mandate. Under the new administration of justice system, linkages have been established between the formal system and the mediation service. Mediation cases are also therefore referred to the Office of the United Nations Ombudsman and Mediation Services by the United Nations Dispute Tribunal, the Office of Staff Legal Assistance and the Management Evaluation Unit.

608. As the model of on-call ombudsmen/mediators has proved successful and cost-effective, resources are requested to provide the same level of assistance to staff in field operations. The volatile nature of the peacekeeping environment often exposes staff to conflict. Based on the number of approaches made to the Office of the United Nations Ombudsman and Mediation Services in 2010, the Office estimates that it will be called on to respond with in-person intervention in at least five unforeseen high-risk situations in peacekeeping missions during the 2011/12 period. In the experience of the Office of the United Nations Ombudsman and Mediation Services, these unforeseen situations occur in addition to the regular outreach and conflict resolution missions that the Office regularly conducts.

609. The provision of $82,000, including $34,000 for travel, would provide support to engage four experts from the field of alternative dispute resolution for 20 days each to undertake a comprehensive review of the operations of the Office since the expansion of its services as of 1 January 2008 and to conduct a midterm assessment of the ombudsman and mediation services provided by the decentralized structure. Resources for this assessment have been provided under the 2010/11 biennium budget. In order for the review to be complete, the performance of the two regional branches in Kinshasa and Khartoum, as well as support account-related operations at Headquarters, need to be assessed. Such performance assessment is essential for the Office of the United Nations Ombudsman and Mediation Services to gauge its performance and to plan and maximize its future operations.

	Cost estimates	*Variance*	
Official travel	$158.8	$19.1	13.7%

610. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessments/ consultation	94 000	10 regular missions to peacekeeping operations to provide on-site ombudsman and mediation services, including travelling inside the mission area by the regional ombudsmen and/or Headquarters staff for complex or sensitive cases
Seminars/conferences/workshops	40 900	Provision of full services in at least 400 ombudsman and mediation cases, including through on-call ombudsmen and mediators
Training	23 900	Provision of full services in at least 400 ombudsman and mediation cases, including through on-call ombudsmen and mediators
Total	158 800	

611. An amount of $94,000 is proposed for travel to undertake mission planning/assessment/consultation activities: travel of staff of the United Nations Ombudsman and Mediation Services based at Headquarters to MINUSTAH, UNIFIL, UNMIS and UNMIT to provide on-site conflict resolution services to mission staff ($63,800) and regional Ombudsman staff to travel inside the mission area and to peacekeeping missions within the region to provide on-site conflict resolution services ($30,200).

612. An amount of $40,900 is proposed for the travel of the regional ombudsmen and one staff member to participate in and attend training at the annual conference of the International Ombudsman Association in New York.

613. An amount of $23,900 is proposed for travel of two case officers to participate in a mediator skills programme, specifically targeted at building workplace dispute mediation skills ($13,500), as well as for participation in three annual conferences ($10,400).

	Cost estimates	*Variance*	
Facilities and infrastructure	$2.0	$0.5	33.3%

614. The proposed amount of $2,000 would provide for the acquisition of office supplies for the 1 continuing post, 1 proposed new post and 2 continuing general temporary assistance positions at Headquarters.

	Cost estimates	*Variance*	
Communications	$11.1	$1.3	13.3%

615. The estimate of $11,100 would provide for requirements for commercial communications services at the standard rate derived from past expenditure trends for 1 continuing post, 1 proposed new post and 2 continuing general temporary assistance positions as well as for the acquisition of standard communications equipment (telephone sets), five Blackberries and the organization of 12 videoconferences. The variance is attributable to the additional requirements related to the proposed new post.

	Cost estimates	*Variance*	
Information technology	$13.6	$4.8	54.5%

616. The estimate of $13,600 would cover requirements for 1 continuing post, 1 proposed new post and 2 continuing general temporary assistance positions and would provide for the maintenance and repair of information technology equipment based on standard service-level agreements established by the Office of Information and Communications Technology ($6,200).

617. The estimate also includes the support account share ($2,600) of central information technology infrastructure costs (information storage and backup, application hosting, departmental servers and other services) derived from the past expenditure patterns as well as the acquisition of standard replacement and purchase of new standard information technology equipment ($4,800). The variance is attributable to the additional requirements related to the proposed new post.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$31.9	$2.1	7.0%

618. The proposed amount of $31,900 would cover requirements for website and case database maintenance ($10,500), production of posters, brochures and conflict management cards ($3,000), translation and distribution of outreach material in the regional Ombudsman offices ($7,000) and payment of the annual membership fee of five staff members for the International Ombudsman Association ($1,000). The amount of $10,400 is proposed for training fees related to mediator skill training, alternative conflict resolution and conflict coaching skills training.

G. Ethics Office

(a) Results-based-budgeting framework

619. The mandate of the Ethics Office was established by the General Assembly in its resolution 60/254. The terms of reference of the Office are contained in Secretary-General's bulletin ST/SGB/2005/22, which entered into force on 1 January 2006. In its resolution 63/250, the General Assembly welcomed the creation of the United Nations Ethics Committee to establish and ensure the coherent application of a unified set of ethical standards and policies and to consult on complex issues that have system-wide implications. Its terms of reference are contained in ST/SGB/2007/11.

620. The Ethics Office will continue to fulfil its role of promoting and sustaining an ethical organizational culture of integrity, accountability and transparency and thereby enhance the trust in, and credibility of, the United Nations. Through its five mandated activities, the Ethics Office will provide confidential ethics advisory services, administer protection against retaliation and financial disclosure policies, design and deliver ethics training and provide functional leadership in the area of organizational ethics to the United Nations funds, programmes and specialized agencies.

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Ethical awareness is increased as number of requests for ethics advice and guidance increases (2009/10: 35 requests; 2010/11: 60 requests; 2011/12: 75 requests)
	3.2 Achieve full compliance with the financial disclosure programme (2009/10: 99 per cent; 2010/2011: 100 per cent; 2011/2012: 100 per cent)
	3.3 Increase number of outreach and training sessions (2009/10: n/a; 2010/11: 18; 2011/12: 25)
	3.4 Requests for protection against retaliation are evaluated within 45 days (2009/10: 75 per cent; 2010/11: 80 per cent; 2011/12: 90 per cent)

Outputs

- Resolve 75 requests for ethics advice and guidance, including administering the ethics helpline
- Administer an estimated 1,600 financial disclosure forms or declaration of interest forms filed in the context of the financial disclosure programme from peacekeeping personnel
- Finalize at least 12 protection against retaliation cases
- Carry out 6 visits to peacekeeping missions to give 6 presentations on the role of the Ethics Office; hold 6 town hall-style meetings on ethics and integrity, reaching an estimated 600 staff members; and fact-find for complaints of retaliation when/if they arise (MONUSCO, UNIFIL, UNMIS, MINUSTAH, UNMIT, UNMIL)
- Provide 6 information sessions to field-based staff on the financial disclosure programme with a view to enhancing compliance by required deadline

- Establish 12 focus groups with a view to identifying the unique risks faced in the particular mission area and design 6 customized case studies to be used by the Integrated Training Service of DPKO/DFS and the Office of Human Resources Management as they deliver ethics training to field staff
- Carry out 4 visits to field operations to deliver ethics training (MONUSCO, Regional Service Centre at Entebbe, UNFICYP, UNLB)
- Produce and distribute 5,000 brochures, posters and handbooks to facilitate equal access and raise awareness about the Office; production of the "Ethics in action" series on iSeek to raise awareness of ethics and integrity risks

External factors

- Staff avail themselves of the services provided by the Office
- Timely receipt of submissions of financial disclosure statements from staff
- Staff provide all necessary documentation when seeking protection against retaliation
- Staff avail themselves of training being offered
- The security situation in peacekeeping missions will allow visits
- Stakeholders will be available for meetings

(b) Financial resource requirements

(Thousands of United States dollars)

Category	*Expenditures (2009/10)*	*Apportionment (2010/11)*	*Cost estimates (2011/12)*	*Variance*	
				Amount	*Percentage*
	(1)	*(2)*	*(3)*	*(4)=(3)–(2)*	*(5)=(4)÷(2)*
I. Post resources	—	—	—	—	—
II. Non-post resources					
General temporary assistance	**308.8**	**265.6**	**424.5**	**158.9**	**59.8**
Consultants	**740.4**	**723.9**	**792.0**	**68.1**	**9.4**
Official travel	**17.1**	**47.8**	**68.5**	**20.7**	**43.3**
Facilities and infrastructure	**1.0**	**1.0**	**1.0**	—	—
Communications	**2.8**	**2.8**	**2.8**	—	—
Information technology	**3.1**	**3.1**	**3.1**	—	—
Other supplies, services and equipment			**24.4**	**24.4**	
Subtotal II	**1 073.2**	**1 044.2**	**1 316.3**	**272.1**	**26.1**
Total	**1 073.2**	**1 044.2**	**1 316.3**	**272.1**	**26.1**

(c) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
General temporary assistance	**$424.5**	**$158.9**	**59.8%**

621. The proposed requirements in the amount of $424,500 would cover the continuation of 2 general temporary assistance positions and the new requirement of 10 months of general temporary assistance at the P-4 level, as described below.

Ethics Officer (1 P-3 position, continuation)

Administrative Assistant (1 GS (OL) position, continuation)

Advocacy and Communications Officer (1 P-4 position, 10 months, new)

622. The Ethics Office will continue to deliver on its mandated activities to staff in peacekeeping missions through the following actions: (a) administer the Organization's financial disclosure programme; (b) undertake the responsibilities assigned to it under the Organization's policy for the protection of staff against retaliation for reporting misconduct and for cooperating with duly authorized audits or investigations; (c) provide confidential advice and guidance to staff on ethical issues (e.g., conflict of interest), including administering an ethics helpline; (d) develop standards, training and education on ethics issues, in coordination with DFS and other offices as appropriate, including by ensuring annual ethics awareness initiatives for all field staff; and (e) promote coherence by providing thought leadership to members of the Ethics Committee (i.e., ethics offices of the funds and programmes) and to members of the United Nations Ethics Network (i.e., ethics offices/functions of the specialized agencies) to secure the highest standards of ethics and integrity of United Nations staff members and to ensure the consistent application of such standards within the United Nations.

623. In addition, the Office will continue to fulfil its role of promoting and sustaining an ethical organizational culture of integrity, accountability and transparency and thereby enhance the trust in, and the credibility of, the United Nations, both internally and externally. For this purpose, the Office will seek to raise awareness among field personnel of the services offered by the Ethics Office, increase its visibility in the field by conducting on-site visits and make better use of communication technology to reach field-based staff, and place increased emphasis on various outreach, education, communication and training activities for staff in field missions. Such efforts will be closely coordinated with the Under-Secretary-General for Field Support, the Under-Secretary-General for Peacekeeping Operations and other senior officials as appropriate. A second priority for the Office will be to enhance the compliance of field staff with their filing of financial disclosure forms in a timely manner.

624. As one of its core mandates, the Ethics Office administers the financial disclosure programme, which is a continuous annual programme. Pending the outcome of the feasibility study that will assess the current arrangement with the external reviewers as mandated by the General Assembly in its resolution 62/237, it is proposed that the 2 general temporary assistance positions of 1 Ethics Officer (P-3) and 1 Administrative Assistant (GS (OL)) be continued to support the administration of the financial disclosure programme. Currently, the Ethics Office comprises a Director and 5 Professional (1 P-5, 1 P-4, 2 P-3, 1 P-2), 1 General

Service (PL) and 2 General Service (OL) level posts funded under the regular budget and has no dedicated posts funded under the support account.

625. The implementation of the financial disclosure programme involves a heavy administrative burden on the Ethics Office. The Office is involved in every aspect of the implementation of the programme and requires sufficient human resources to adequately administer the programme's approximately 4,100 participants, of whom 1,600 or 39 per cent are peacekeeping-related personnel. Participation of peacekeeping staff in the programme has risen from 603 in 2006 to an anticipated 1,600 in 2011, representing an increase of 165 per cent and has stretched the Office's resources, forcing the Office to curtail some of its other mandated activities, in particular in the areas of developing standards, education and training. The corollary to this increase is reflected in all five phases (preparation and planning, review and verification, closure and reporting, voluntary public disclosure and technical requirements) of the implementation of this programme. The incumbents will continue to provide dedicated support for the administration and management of the financial disclosure programme and will be involved in all phases of the implementation of the financial disclosure and declaration of interest forms submitted by peacekeeping staff.

626. The Ethics Office is responsible for ensuring that staff members observe and perform their functions in accordance with the highest standards of integrity required by the Charter of the United Nations. The Office is required to identify organizational risks and to develop standards and policies appropriate to these risks. The Office is also called on to advocate and communicate the Organization's values and standards. However, the Office's limited resources have prevented it from effectively raising awareness about ethics and integrity and the services provided by the Office or assess the specific risks and needs faced by staff in the field.

627. In this regard, it is proposed that 1 general temporary assistance position of Advocacy and Communications Officer (P-4) be established for 10 months in the Ethics Office. The Officer would focus on identifying the specific ethical risks, issues and dilemmas that are likely to arise in peacekeeping operations through focus groups, surveys and discussions with relevant stakeholders and develop interventions or approaches for addressing these risks, including formulating policy changes and developing communication materials (e.g., brochures, handbooks, online series, website and manuals). The incumbent would work closely with the Director of the Office to develop and launch a customized and comprehensive communications strategy to promote ethical values, actions and conduct among peacekeeping staff as well as work closely with DPKO, DFS, the Conduct and Discipline Unit and Conduct and Discipline Teams, the Office of Human Resources Management, the Integrated Training Service and local training focal points in the individual missions to integrate key messages and information in all peacekeeping education materials. The Officer will regularly seek feedback from key stakeholders to evaluate the relevance and effectiveness of messages and communication approaches.

628. Due to the overwhelming demand on the Office's limited resources, the Office has been unable to address the needs of peacekeeping mission staff in terms of raising awareness of the Organization's rules and values, conducting outreach and developing ethics education and training specifically related to peacekeeping mission staff.

629. Based on the Organization's reform agenda, the new administration of justice system and the accountability framework, the demand for the Office's participation in standard-setting and policy support is expected to continue and will likely increase. The Office does not have any resources to provide dedicated resources to examine and develop relevant ethics education and training materials for peacekeeping mission staff. Since 2008, the Ethics Office has engaged the services of a part-time consultant trainer in conjunction with the Office of Human Resources Management under a cost-sharing arrangement to facilitate ethics training to staff in peacekeeping missions. However, this arrangement has proved insufficient for meeting the training needs of this population, which includes understanding, designing, developing, integrating and reinforcing key messages and education on ethics. One 10-month general temporary assistance position at the P-4 level is proposed to create a communications strategy and to implement a programme of action for understanding the unique risks faced by staff and functional groups in the field, establishing networks, integrating messages and themes, designing and developing content for ethics education and training. It is expected that after 10 work-months and following an assessment of the workload, identification of efficiency opportunities and evaluation of achievements, alternative arrangements may be proposed.

630. The variance is attributable to the new 10-month general temporary assistance requirement.

	Cost estimates	*Variance*	
Consultants	$792.0	$68.1	9.4%

631. The consultancy requirements are as follows:

(United States dollars)

Expertise	*Person/months*	*Amount*	*Output reference*
Financial disclosure programme		742 000	Administration of an estimated 1,600 financial disclosure or declaration of interest forms filed in the context of the financial disclosure programme from peacekeeping-related staff in Headquarters and field missions
Training consultant		50 000	4 visits to peacekeeping missions to deliver ethics training (tentatively UNLB, the Regional Service Centre at Entebbe, UNFICYP and MONUSCO)
Total		792 000	

632. An amount of $742,000 is proposed for external consultancy services for the review of staff files in connection with the financial disclosure programme. It is expected that 1,600 peacekeeping staff will be required to participate in the financial disclosure programme. The provision is based on the expected unit price of $460 per statement per person, which relates to the cost of an external firm conducting the review of statements for the 2011/12 period.

633. An amount of $50,000 is proposed to continue the current cost-sharing arrangement with the Office of Human Resources Management to retain the part-

time services of a consultant trainer to facilitate, liaise and support the Office's mandate to ensure annual ethics training for all staff. The variance is attributable to the increase in the cost of the consultant fee charged per statement/person for participation in the financial disclosure programme.

	Cost estimates	Variance	
Official travel	$68.5	$20.7	43.3%

634. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Seminars/conferences/ workshops	37 900	6 visits to peacekeeping missions to give 6 presentations on the role of the Ethics Office, to hold 6 town hall-style meetings on ethics and integrity, reaching an estimated 600 staff members and to fact-find for complaints of retaliation when/if they arise (tentatively MONUSCO, UNIFIL, UNMIS, MINUSTAH, UNMIT, UNMIL) 6 information sessions to field-based staff on the financial disclosure programme with a view to enhancing compliance by required deadline 12 focus groups with a view to identifying the unique risks faced in the particular mission area and design 6 customized case studies to be used by the Integrated Training Service of DPKO/DFS and the Office of Human Resources Management as they deliver ethics training to field staff
Training	30 600	4 visits to field operations to deliver ethics training (MONUSCO, Regional Service Centre at Entebbe, UNFICYP, UNLB)
Total	**68 500**	

635. An amount of $37,900 is proposed for travel to undertake seminars, conferences and workshops in six peacekeeping missions (MINUSTAH, MONUSCO, UNIFIL, UNMIL, UNMIS, UNMIT) to increase the visibility of the Ethics Office in the field, raise awareness of ethics and integrity issues, address financial disclosure matters, and fact-find for protection cases.

636. An amount of $30,600 is proposed for travel to carry out ethics training in four field operations as well as to allow two staff members to attend a training course on managing ethics and to participate in the annual ethics and compliance officers' conference. The variance is attributable to the increased number of on-site mission visits to strengthen the Office's communication and outreach activities that will allow the Office to have greater visibility in the field and to the participation in a training course and a professional conference of 2 staff members.

	Cost estimates	Variance	
Facilities and infrastructure	$1.0	—	—

637. The proposed amount of $1,000 would provide for the purchase of office supplies for 2 continuing general temporary assistance positions.

	Cost estimates	Variance	
Communications	$2.8	—	—

638. The estimate of $2,800 would provide for commercial communications, at the standard rate derived from past expenditure patterns, for 2 continuing general temporary assistance positions.

	Cost estimates	Variance	
Information technology	$3.1	—	—

639. The estimate of $3,100 would provide for the maintenance and repair of information technology equipment based on standard service-level agreements established by the Office of Information and Communications Technology for two continuing general temporary assistance positions. The Ethics Office's support account share of the central information technology infrastructure costs (information storage and backup, application hosting and departmental servers) is covered by the Executive Office of the Secretary-General.

	Cost estimates	Variance	
Other supplies, services and equipment	$24.4	$24.4	—

640. The proposed amount of $24,400 would cover requirements for the printing of various ethics-related information and outreach materials (handbooks, brochures) ($14,000). The amount of $10,400 is proposed for training fees related to a course on managing ethics in organizations and to the participation in the annual ethics and compliance officers' conference.

H. Office of Legal Affairs

(a) Results-based-budgeting framework

641. The mandate of the Office of Legal Affairs was established by the General Assembly in its resolution 13 (I) as the central legal service of the Secretary-General, the Secretariat and United Nations organs. The organization and functions of the Office of Legal Affairs have most recently been set out in Secretary-General's bulletin ST/SGB/2008/13.

642. The Office of Legal Affairs provides centralized legal support and assistance in order to protect the legal interests and minimize the legal liabilities of the United Nations. Legal support and assistance is provided in response to requests made by principal and subsidiary organs of the United Nations, by offices and departments at Headquarters, including DPKO and DFS, as well as by offices away from Headquarters, by the separately administered funds and programmes of the United Nations, and by United Nations peacekeeping, political and humanitarian missions and operations.

643. Legal support and assistance provided by the Office of Legal Affairs in support of the Organization focuses on questions relating to international peace and security, advice on the interpretation of the Charter, resolutions and treaties, and questions

relating to the use of force, sanctions, investigations, commissions of inquiry, expert groups, privileges and immunities, relations with host countries and third-party liability. It also concerns questions related to public international law, including legal disputes, human rights, humanitarian law and international criminal law, including formulation of statements of a legal nature for the Secretary-General. The Office of Legal Affairs also provides legal assistance and advice on the myriad support functions relating to the Organization's peacekeeping activities and operations, including: arrangements with Governments, procurement activities and contracting for logistical requirements, resolution of disputes and claims, implementation and enhancement of the Organization's accountability measures, interpretation and application of the financial and staff regulations and rules of the United Nations for proper administration, and reforms thereof, and defence of the Secretary-General and of the Organization's interests in the recently established system of the administration of justice.

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Liabilities arising in peacekeeping operations and activities are minimized to the maximum extent possible with respect to claims made against the Organization (2009/10: actual liability for claims arising in peacekeeping operations was less than 32 per cent of the amount claimed; 2010/11: actual liability will be less than 40 per cent of amount claimed; 2011/12: actual liability will be less than 40 per cent of amount claimed)
	3.2 Absence of instances arising in peacekeeping operations in which, unless waived, status and privileges and immunities of the Organization are not maintained (2009/10: no instances; 2010/11: no instances; 2011/12: no instances)

Outputs

Provision of legal support and assistance in the form of legal opinions, advice, communications, support and assistance to all peacekeeping missions, on an as-needed and ongoing basis, regarding:

- 70 legislative aspects of peacekeeping missions, including their governance, and on the applicability of United Nations regulations and rules
- 200 institutional and operational arrangements (e.g., status-of-forces agreements, status-of-mission agreements and other similar agreements as well as general questions of public international law, rules of engagement and measures to counter piracy), including negotiation, interpretation and implementation of agreements with Governments and international organizations concerning such arrangements
- 95 instances of cooperation with ad hoc international criminal tribunals and other tribunals of an international character in connection with their activities arising from or relating to peacekeeping operations, as well as support for the establishment of truth commissions and other commissions of inquiry in the context of peacekeeping operations
- 25 aspects of investigations into allegations of widespread and systematic violations of humanitarian and human rights law

- 495 commercial aspects, including contracts and substantial procurement for supplies, logistical support, insurance, demining and similar operations, disposition of assets, and air and sea charter arrangements
- 25 claims with respect to contractual and real property disputes, as well as claims for property damage, personal injury and death
- 15 financial questions, including formation and interpretation of the financial regulations and rules, treasury operations and complex banking and custody arrangements for peacekeeping operations
- 5 arbitration or litigation instances or advisory services relating thereto including representation of the Organization before arbitral, judicial and other quasi-judicial and administrative bodies
- 50 instances of maintaining the privileges and immunities of the United Nations and its peacekeeping operations before judicial, quasi-judicial and other administrative bodies
- 360 instances of advice on personnel matters, including interpretation and application of the staff regulations and rules, review of administrative issuances, issues of the rights and obligations of staff members, benefits, allowances, and matters and cases under the system of the administration of justice
- 29 cases representing the Secretary-General before the United Nations Appeals Tribunal
- 50 legal aspects of security, including the promulgation and application of the Security Handbook

External factors

Member States will be supportive of peacekeeping operations through their legal systems; United Nations units involved in peacekeeping operations will seek legal advice in a timely manner, will provide sufficient information for a full legal analysis, and will be guided by the advice rendered

(b) Human resources requirements

Category	*Approved support account posts 2010/11*	*Redeployment, reassignment, reclassification*	*General temporary assistance conversions*	*Additional new posts requested*	*Total proposed 2011/12*	*Change*
Professional and higher						
Under-Secretary-General	—	—	—	—	—	—
Assistant Secretary-General	—	—	—	—	—	—
D-2	—	—	—	—	—	—
D-1	—	—	—	—	—	—
P-5	5	—	—	—	5	—
P-4	6	—	—	1	8	1
P-3	1	—	—	1	2	1
P-2/P-1	1	—	—	—	1	—
Subtotal	13	—	—	2	15	2
General Service and other						
Principal level	—	—	—	—	—	—
Other level	2	—	—	1	3	1
Subtotal	2	—	—	1	3	1
Total	15	—	—	3	18	3

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2009/10)	Apportionment (2010/11)	Cost estimates (2011/12)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)–(2)	(5)=(4)÷(2)
I. Post resources	**2 481.1**	**2 823.7**	**2 929.5**	**105.8**	**3.7**
II. Non-post resources					
General temporary assistance	**163.0**	**311.3**	**303.3**	**(8.0)**	**(2.6)**
Consultants	**262.1**	**—**	**75.0**	**75.0**	**—**
Official travel	**25.3**	**38.3**	**33.1**	**(5.2)**	**(13.6)**
Facilities and infrastructure	**8.0**	**8.0**	**9.5**	**1.5**	**18.8**
Communications	**24.2**	**25.4**	**39.0**	**13.6**	**53.5**
Information technology	**83.3**	**81.6**	**88.1**	**6.5**	**8.0**
Other supplies, services and equipment	**3.0**	**3.5**	**3.5**	**—**	**—**
Subtotal II	**568.9**	**468.1**	**551.5**	**83.4**	**17.8**
Total	**3 050.0**	**3 291.8**	**3 481.0**	**189.2**	**5.7**

(d) Justification of posts

644. The current staffing establishment of the Office of Legal Affairs comprises 13 Professional (5 P-5, 6 P-4, 1 P-3 and 1 P-2) and 2 General Service level posts funded from the support account. These staffing resources are necessary to meet the demands for legal support and assistance specifically relating to peacekeeping operations. Such resources enable the Office to contribute to the improvement of the administrative and financial management of the Organization's peacekeeping operations and activities by mitigating legal risk and limiting legal liability arising from such operations and activities. Moreover, such resources enable the Office of Legal Affairs to backstop the Organization's peacekeeping operations and activities in ways that are distinct from any legal activities performed in the missions themselves. Thus although peacekeeping missions have legal advisers, there are certain legal matters that nonetheless remain within the exclusive competence of the Office of Legal Affairs, such as legal questions involving the rights and duties of the Secretary-General in respect of privileges and immunities, the conclusion of status-of-forces agreements, status-of-mission agreements and agreements with troop-contributing countries, interpretation of Security Council mandates and authorization to use force and rules of engagement, high-value contracts and substantial procurement actions, and the defence and resolution of legal claims. Given that such matters are not always within the delegated authority of the missions, they must, therefore, be referred to the Office of Legal Affairs. The expanded demands for legal support for the newly established system of the administration of justice have led to the requirement for 2 additional Professional level posts and 1 additional General Service level post in the General Legal Division to meet the demands arising in this area from peacekeeping operations.

General Legal Division

Legal Officers (1 P-4, new; 1 P-3, new)

Legal Assistant (1 GS (OL), new)

645. The General Legal Division of the Office of Legal Affairs provides a wide range of legal services and support for the Organization's peacekeeping operations: legal assistance concerning logistics support arrangements for peacekeeping operations, including commercial procurement activities, as well as arrangements with Governments of Member States and other peacekeeping partners (the African Union and the European Union). In conjunction with the Office of the Legal Counsel, the Division assists in maintaining the privileges and immunities of the Organization with respect to the Organization's tax and import and export exemptions and in connection with the immunities applicable to the Organization's assets and personnel involved in United Nations peacekeeping operations; provides assistance regarding the interpretation and application of the Organization's administrative law in peacekeeping operations and the interpretation and application of the Staff Regulations and Rules, the Financial Regulations and Rules and relevant policies and practices, including those relating to banking, asset custody and treasury operations; affords legal support for the resolution of complex claims, arbitrations and other litigation arising in peacekeeping operations, including commercial claims by contractors and claims by third parties for property damage or loss and personal injury or death. In conjunction with the Office of the Legal Counsel, the Division offers ongoing support for improvements in and application of security arrangements, including in respect of facilities management and logistical operations and activities for improving facilities and controls in United Nations premises in peacekeeping missions; provides ongoing assistance for the institutional and management arrangements relating to peacekeeping operations, including with respect to ongoing reforms; and advises and assists in enhancing the Organization's accountability measures, including, inter alia, through procedural advice and substantive action in relation to both internal sanctions and external enforcement action against United Nations officials and third parties who may be responsible for fraud, corruption and other misconduct or crimes, and through referrals of internal cases of such conduct to national investigative authorities and the provision of assistance to investigations and prosecutions by means of evidence production, as well as by ensuring that the Organization's legal and restitutory interests as a victim are protected.

646. For the purpose of providing such critical legal backstopping to the Organization's peacekeeping operations, the Division currently comprises 9 Professional (4 P-5, 4 P-4 and 1 P-3) and 1 General Service level post and 1 general temporary assistance position at the P-4 level funded from the support account. The resources of the 10 Professional posts allocated to the Division from the support account have not kept pace with the demands made for legal support and services, which as demonstrated in the table below, have consistently exceeded more than 42 per cent of the Division's workload. Moreover, in addition to the increasing volume of requests for legal services being made of the Division in support of peacekeeping operations, the types of requests for such support have also become far more time-consuming given the increasingly complex nature of peacekeeping operations. Examples of such complex logistics support transactions include the turnkey commercial contracts for the provision and distribution of fuel and

food/rations in support of various missions, including UNMIS, UNIFIL, MINUSTAH and MONUSCO, and the multi-purpose logistics support arrangements with Governments of Member States, the African Union and the European Union to provide support for UNAMID, AMISOM and MINURCAT. Such logistical arrangements involve hundreds of millions of United States dollars in contractual liability, as well as the potential for substantial liability from claims arising from such activities. Overall, commercial procurement has expanded many times and is now approaching $4 billion annually, most of which relates to the Organization's peacekeeping activities.

Peacekeeping operations workload in the General Legal Division

Year	*Number of Professional posts*	*Number of Professional posts from the support account*	*Professional posts funded from the support account (percentage)*	*Time spent providing legal support to peacekeeping operations (percentage)*
1995	19	3	15.8	39.7
1996	21	3	14.3	43.9
1997	21	3	14.3	46.4
1998	21	3	14.3	45.9
1999	21	3	14.3	46.0
2000	23	4	17.4	43.7
2001	23	4	17.4	40.1
2002	23	4	17.4	40.9
2003	23	4	17.4	41.8
2004	23	4	17.4	42.3
2005	24	6	25.0	42.7
2006	24	6	25.0	43.1
2007	25	7	28.0	42.8
2008	25	7	28.0	44.1
2009	27	9	33.3	43.4

647. In addition to the historic demand for legal services in support of the Organization's peacekeeping operations, the advent of the new system of the administration of justice has created a new and unprecedented workload for the Division, including with respect to cases arising from peacekeeping operations.

648. At present, the Division has deployed the resources of 1 Professional level post funded under the support account (P-4) and 2 Professional (1 P-5, 1 P-3) and 1 General Service level posts funded under the regular budget to meet all of the requirements that have arisen for legal support for the administration of justice and management issues. However, based on the current and expected workload arising from the new system of the administration of justice and related administrative legal issues, the Division has determined that it requires a total of 13 Professional level posts and 6 General Service level posts to fully meet the demands arising from the entire Organization for such legal support. The Division has obtained temporary resources as approved by the Secretary-General under his limited budgetary discretion to ease some of the additional strain on existing resources resulting from these new demands for legal support. The Division requires 2 new Professional

(1 P-4, 1 P-3) and 1 new General Service level posts to be funded under the support account in order for it to meet the demands for legal support arising from the Organization's peacekeeping operations in this area.

649. With the introduction of the new administration of justice system on 1 July 2009, the responsibilities of the General Legal Division in the area of administration of justice and management have dramatically increased, as the Division has been required to provide legal advice to a broader range of clients, on increasingly complex issues, which entail significant financial, legal and operational implications for and risks to the Organization. Moreover, the Division has been required to provide such legal support on an even more urgent basis because of the statutory deadlines imposed under the new system of the administration of justice. Such legal support generally pertains to the following types of cases: (a) pre-litigation cases (during the 2009/10 period, approximately 38 per cent of the Division's reviews of recommendations for dismissal related to staff members in peacekeeping operations); (b) cases at the Dispute Tribunal level (during the 2009/10 period, approximately 39 per cent of the advice to entities representing the Organization before the Dispute Tribunal related to cases arising in peacekeeping operations, and approximately 16 per cent of the total number of judgements related to cases arising in peacekeeping missions); and (c) representation of the Organization before the Appeals Tribunal (during the 2009/10 period, the Division submitted 19 appeals and answers related to cases arising in peacekeeping missions, which represent approximately 19 per cent of the total number of submissions).

650. In addition to providing advice on individual cases, the Division is responsible for reviewing, providing advice on and legally clearing every rule and administrative issuance relating to human resources management policy prior to its promulgation. This responsibility was placed under significant strain as a result of the recent comprehensive reforms in the human resources management framework, including the introduction of continuing appointments and the introduction of a single series of the Staff Rules. These reforms have not only required revisions to numerous rules and administrative issuances, but have prompted a growth in the demand for advice on the interpretation and implementation of new rules and policies. The provision of carefully considered legal advice at the stage of formulating and implementing policy is essential to avoid problematic administrative decisions that give rise to staff grievances, a significant number of which, as set forth above, relate to cases arising in peacekeeping missions.

651. The tables below indicate the annual workload and resource requirements for peacekeeping support and are based on the major components of the work of the Division: (a) advice on individual cases, as well as on rules and issuances; (b) review/analysis of Dispute Tribunal judgements; and (c) appeals and answers to appeals and motions.

Professional staff workload and requirements relating to peacekeeping operations

	Cases/month	*Cases/year*	*Days/case*	*Days required*	*Work-months*
Outputs	*(1)*	*(2)=(1)x12*	*(3)*	*(4)=(2)x(3)*	*(5)=(4)÷21.75*
Advice	**30**	**360**	**1**	**360**	**16.6**
Judgements (review and analysis)	**3.5**	**42**	**0.5**	**21**	**1**
Appeals/answers to appeals	**2.4**	**28.8**	**13.5**	**388.8**	**17.9**
Total	**—**	**—**	**—**	**—**	**35.5**

Total Professional level staff needed to support peacekeeping operations (total work-months ÷ 12):	**3**
Existing Professional level posts from the support account:	**1**
Additional Professional level posts required from the support account:	**2**

General service staff workload and requirements relating to peacekeeping operations

	Cases/month	*Cases/year*	*Days/case*	*Days required*	*Work-months*
Outputs	*(1)*	*(2)=(1)x12*	*(3)*	*(4)=(2)x(3)*	*(5)=(4)÷21.75*
Advice	**30**	**360**	**0.50**	**180**	**8.3**
Judgements (review and analysis)	**3.5**	**42**	**0.25**	**10.5**	**0.5**
Appeals/answers to appeals	**2.4**	**28.8**	**6**	**172.8**	**7.9**
Total	**—**	**—**	**—**	**—**	**16.7**

Total General Service level staff needed to support peacekeeping operations (total work-months ÷ 12):	**1**
Existing General Service level posts from the support account:	**0**
Additional General Service level posts required from the support account:	**1**

652. Based on the foregoing, 35.5 work-months of Professional staff time (or three Professional staff) and 16.7 work-months of General Service staff time (or one General Service staff) are required each year to meet the demand for legal services in the area of administration of justice and management relating to cases/issues arising in peacekeeping operations. Accordingly, the Division requires 2 new Professional (1 P-4, 1 P-3) and 1 new General Service level posts.

(e) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	**$2 929.5**	**$105.8**	**3.7%**

653. The provision of $2,929,500 would cover salaries, common staff costs and staff assessment for the 15 continuing posts and 3 proposed new posts. The variance is attributable to the proposed establishment of 3 new posts, in respect of which delayed recruitment factors of 65 per cent (Professional category) and 50 per cent (General Service category) were applied, offset, in part, by lower standard costs.

	Cost estimates	Variance	
General temporary assistance	$303.3	($8.0)	(2.6%)

654. The proposed requirements in the amount of $303,300 would cover the continuation of 1 general temporary assistance position, as well as maternity/sick leave coverage for the office; and six months for the Professional category, as described below.

General Legal Division

Legal Officer (1 P-4 position, continuation)

655. The General Legal Division currently comprises 9 Professional (4 P-5, 4 P-4 and 1 P-3) and 1 General Service level posts funded from the Support Account. It is proposed that the general temporary assistance position be continued at the P-4 level in the Office of Legal Affairs to meet the demands for legal assistance and support in respect of investigations into and arising in peacekeeping operations. With the expansion of commercial procurement activities in support of peacekeeping operations, increased oversight of such activities has become necessary. Such expanded oversight of the Organization's procurement activities, in turn, has resulted in increased demand for legal support and assistance from the Office of Legal Affairs, and in particular, the General Legal Division. For example, OIOS intensified its focus on investigating allegations of fraud and corruption in the Organization's procurement activities through the creation of the Procurement Task Force. During its tenure, the Task Force completed 222 investigations and issued 29 significant reports. It reported on over one dozen significant fraud or corruption schemes in cases with an aggregate contract value in excess of $20 million, and it identified more than 20 significant fraud and corruption schemes in cases with an aggregate contract value in excess of $630 million. At the end of its mandate, the Task Force's outstanding caseload was transferred to the OIOS Investigations Division for completion, and the Division continues to assist the Investigations Division in resolving such cases and in respect of its ongoing oversight and review of United Nations procurement activities, in particular with respect to peacekeeping operations.

656. The dramatic increase in the number of such investigations and reports on fraudulent and corrupt schemes has had a significant impact on the workload of the Division. Thus, the Division is required to analyse and provide advice and guidance to the Executive Office of the Secretary-General and substantive departments on the findings and recommendations included in the investigation reports of the Procurement Task Force and OIOS. Furthermore, many recommendations require direct implementation by the Division, including when OIOS recommends that recovery actions be undertaken against corrupt vendors. Such recommendations for recovery action require an in-depth analysis of the evidence put forward as a result of the investigations, as well as legal research into the applicable laws of the jurisdictions where the recovery actions are contemplated. Furthermore, the Division is responsible for coordinating comments of the substantive offices involved prior to any policy decision on whether recovery action should be instigated. When decisions are taken to pursue recovery, the Division institutes the appropriate action, whether through judicial or other non-judicial means, such as arbitration, all of which are extremely time-consuming and resource intensive.

Currently, the legal support provided by the Office of Legal Affairs in such matters includes reports and recommendations on MONUC, UNMIS, UNMIL, MINUSTAH and high-value contracts concluded with potentially corrupt vendors covering multiple peacekeeping missions (including covering market sectors such as food rations or aircraft chartering). In one of those cases, a vendor that was the subject of such an investigation commenced arbitral proceedings against the Organization, claiming more than $25 million in damages, and the Division coordinated the defence of the Organization in those proceedings, resulting in only a nominal damages award of $100.00.

657. In addition to recovery actions, the Division coordinates with all relevant departments and offices within the Secretariat in order to advise the Secretary-General as to whether to make a referral to national authorities where there are credible allegations of criminal activity being raised in Procurement Task Force or OIOS investigations. Where referrals are considered appropriate, the Division effects such referrals to relevant Governments through the appropriate permanent missions and acts as the focal point for follow-up requests for information, cooperation and assistance by national investigative authorities. Such referrals are also made pursuant to General Assembly resolution 62/63, which requires reports to be made to the General Assembly, in particular when referrals to national authorities have been made in connection with alleged criminal activities in or arising in peacekeeping missions. Such reporting requirements are new and have increased the Division's workload and it is therefore proposed to continue the general temporary assistance position at the P-4 level.

	Cost estimates	*Variance*	
Consultants	$75.0	$75.0	—

658. The proposed amount of $75,000 would cover the cost of retaining the services of outside counsel for advice and assistance in peacekeeping-related legal matters requiring special expertise that is otherwise not available in the Office of Legal Affairs, such as interpretation of national law and representation before national courts or administrative bodies.

	Cost estimates	*Variance*	
Official travel	$33.1	($5.2)	(13.6%)

659. The amount of $33,100 is proposed for four on-site mission visits to provide centrally coordinated legal support and assistance to peacekeeping missions.

	Cost estimates	*Variance*	
Facilities and infrastructure	$9.5	$1.5	18.8%

660. The proposed amount of $9,500 would provide for the acquisition of office supplies for the 15 continuing posts, 3 proposed new posts and 1 continuing general temporary assistance position.

	Cost estimates	*Variance*	
Communications	**$39.0**	**$13.6**	**53.5%**

661. The estimate of $39,000 would provide for commercial communications, at the standard rate derived from past expenditure patterns, for 15 continuing posts, 3 new proposed posts and 1 continuing general temporary assistance position, as well as the acquisition of standard communications equipment (telephone sets) and costs associated to the provision of Citrix/Mobile Office licences for 10 staff members.

	Cost estimates	*Variance*	
Information technology	**$88.1**	**$6.5**	**8.0%**

662. The estimate of $88,100 would cover requirements for 15 continuing posts, 3 new proposed posts and 1 continuing general temporary assistance position and would provide for the maintenance and repair of information technology equipment based on standard service-level agreements established by the Office of Information and Communications Technology ($29,600) and the support account share ($23,600) of central information technology infrastructure costs (information storage and backup, application hosting, departmental servers and other services) derived from past expenditure patterns, as well as the acquisition of standard information technology equipment for the new proposed posts and replacement of standard equipment ($15,900). The amount would also provide for an annual license subscription to Westlaw ($10,000) and renewal of licensing agreements for case management systems ($9,000), which facilitate registering, management and tracking of legal cases. The variance is mainly attributable to additional requirements related to the proposed new posts.

	Cost estimates	*Variance*	
Other supplies, services and equipment	**$3.5**	**—**	**—**

663. The amount of $3,500 is proposed for training fees for 15 staff to participate in the online training course entitled "Virtual legal educational programme".

I. Department of Public Information

(a) Results-based-budgeting framework

664. The overall mandate of the Department of Public Information was established by the General Assembly in its resolution 13 (I). The organization and functions of the Department are set out in ST/SGB/1999/10. The Department's mandate for peacekeeping-related activities was established by the General Assembly in its resolutions 56/293 and 61/256. The most recent extension of this mandate was authorized by the General Assembly in its resolution 64/271.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 50 per cent of the stories distributed are broadcast or incorporated into web-based news sites by at least 5 regionally represented media outlets (2009/10: 75 per cent; 2010/11: 50 per cent; 2011/12: 50 per cent)

Outputs

- 20 stories per month on topics related to peacekeeping produced and distributed by satellite to more than 560 broadcasters, clients of Associated Press Television News global videowire and the European Broadcasting Union
- Reformatting and uploading of 15 peacekeeping-related stories per month to the web in broadcast quality for download by broadcasters from the Department's UNifeed website
- Production of 5 feature stories a year for the UN in Action series on peacekeeping topics and distribution to broadcasters worldwide
- Production of video for non-broadcast purposes, such as presentations to the Security Council and to potential troop-contributing countries as needed

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Surveyed peacekeeping operations indicate overall satisfaction with the quality of public information support (2009/10: 100 per cent; 2010/11: 90 per cent; 2011/12: 90 per cent)

Outputs

- Provision of strategic guidance, advice and support to 12 peacekeeping operations (MINURSO, MINUSTAH, MONUSCO, UNAMID, UNDOF, UNFICYP, UNIFIL, UNOCI, UNMIL, UNMIK, UNMIS and UNMIT) in formulating and implementing public information strategies; field visits to three peacekeeping operations to provide communications guidance and support in situ (UNMIT, UNIFIL and MONUSCO)
- Evaluation, in conjunction with the Departments of Peacekeeping Operations and Field Support, of potential candidates for the roster of public information specialists qualified for deployment in United Nations peacekeeping operations
- Organization and facilitation of a one-week specialized training course, in cooperation with the Departments of Peacekeeping Operations and Field Support, for 30 mission and Headquarters public information personnel involved in peacekeeping matters
- Continuing regular update and maintenance of approximately 1,780 web pages (English and French combined) on the Headquarters-hosted peacekeeping website, including substantive revisions, as required, of approximately 590 Headquarters-hosted web pages (English and French combined) for 11 peacekeeping operations (MINURSO, MINUSTAH, MONUSCO, UNAMID, UNDOF, UNFICYP, UNIFIL, UNOCI, UNMIL, UNMIS and UNMIT)
- Further enhancement of the Headquarters-hosted peacekeeping website through the gradual introduction of a content management system, developed in accordance with United Nations language requirements and accessibility standards and in cooperation with DPKO, DFS and the Office of Information and Communications Technology

- Serving, in conjunction with DFS, as mission focal point for the UNLB-hosted content management system introduced for local field mission websites to ensure a system with consistent branding and content and requiring minimum maintenance cost for the mission
- Updated policy and guidance manual for public information in United Nations peacekeeping operations
- Briefing of newly appointed mission public information personnel on mission and Headquarters communications requirements and priorities
- Outreach to at least 50 troop- and police-contributing countries on mission activities by means of press releases, photos, posters and feature articles sent to major media outlets, government agencies and permanent missions of troop-contributing countries and police-contributing countries, and through the United Nations Information Centres/United Nations Information Systems network on issues relevant to individual countries' participation in specific peacekeeping operations

External factors

Peacekeeping, partners and stakeholders will continue to work together with the Department on public information issues

(b) Human resources requirements

Category	*Approved support account posts 2010/11*	*Redeployment, reassignment, reclassification*	*General temporary assistance conversions*	*Additional new posts requested*	*Total proposed 2011/12*	*Change*
Professional and higher						
Under-Secretary-General	—	—	—	—	—	—
Assistant Secretary-General	—	—	—	—	—	—
D-2	—	—	—	—	—	—
D-1	—	—	—	—	—	—
P-5	—	—	—	—	—	—
P-4	2	—	—	—	2	—
P-3	—	—	—	—	—	—
P-2/P-1	1	—	—	—	1	—
Subtotal	3	—	—	—	3	—
General Service and other						
Principal level	—	—	—	—	—	—
Other level	1	—	—	—	1	—
Subtotal	1	—	—	—	1	—
Total	4	—	—	—	4	—

(c) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2009/10)	Apportionment (2010/11)	Cost estimates (2011/12)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	655.8	617.6	599.0	(18.6)	(3.0)
II. Non-post resources					
General temporary assistance	—	—	—	—	—
Consultants	—	50.5	50.0	(0.5)	(1.0)
Official travel	69.6	66.4	68.6	2.2	3.3
Facilities and infrastructure	1.5	2.0	2.0	—	—
Communications	5.6	5.6	6.3	0.7	12.5
Information technology	11.3	13.7	8.8	(4.9)	(35.8)
Other supplies, services and equipment	1.9	6.0	5.8	(0.2)	(3.3)
Subtotal II	**89.9**	**144.2**	**141.5**	**(2.7)**	**(1.9)**
Total	**745.7**	**761.8**	**740.5**	**(21.3)**	**(2.8)**

(d) Analysis of resource requirements[1]

	Cost estimates	Variance	
Posts	$599.0	($18.6)	(3.0%)

665. The provision of $599,000 would cover salaries, common staff costs and staff assessment for the 4 continuing posts. The variance is attributable to decreased standard salary costs.

	Cost estimates	Variance	
Consultants	$50.0	($0.5)	(1.0%)

666. The consultancy requirements are as follows:

(United States dollars)

Expertise	Person-months	Amount	Output reference
Web content management system	6	38 000	Further enhancement of the Headquarters-hosted peacekeeping website through the gradual introduction of a content management system, developed in accordance with United Nations language requirements and accessibility standards and in cooperation with DPKO, DFS and the Office of Information and Communications Technology
Specialized training in communications technologies	0.5	12 000	Organization and facilitation of a one-week specialized training course, in cooperation with the Departments of Peacekeeping Operations and Field Support, for 30 mission and Headquarters public information personnel involved in peacekeeping matters
Total		**50 000**	

667. The provision of $38,000 would cover fees to continue to engage the services of individual contractors for the second stage of deploying a web content management system needed to maintain the timeliness, accuracy and relevance of the ever-expanding peacekeeping website in the most cost-efficient and comprehensive manner, including the associated cost of redesign and migration in all six official United Nations languages of the second batch of 150 pages of existing content from the current static HTML pages to the management system, in conformity with the General Assembly requirements of multilingualism and accessibility for the disabled. The first stage of the project, which is the website clean-up and preparation for an eventual transition to one of the management system's platforms, is expected to be completed in the second semester of 2011.

668. The provision of $12,000 would cover fees for two training consultants to conduct a one-week specialized training course for approximately 30 peacekeeping mission and Headquarters public information personnel involved in peacekeeping matters. Communications experts with practical knowledge of the most modern communications techniques and technology appropriate for field conditions are required to facilitate this workshop.

	Cost estimates	*Variance*	
Official travel	**$68.6**	**$2.2**	**3.3%**

669. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessment/ consultation	31 300	Provision of strategic guidance, advice and support to 12 peacekeeping operations (MINURSO, MINUSTAH, MONUSCO, UNAMID, UNDOF, UNFICYP, UNIFIL, UNOCI, UNMIL, UNMIK, UNMIS and UNMIT) in formulating and implementing public information strategies; field visits to three peacekeeping operations to provide communications guidance and support in situ (MONUSCO, UNIFIL and UNMIT)
Training	37 300	Organization and facilitation of a one-week specialized training course, in cooperation with the Departments of Peacekeeping Operations and Field Support, for 30 mission and Headquarters public information personnel involved in peacekeeping matters
Total	**68 600**	

670. An amount of $31,300 is proposed to undertake visits to 3 peacekeeping missions to work directly with mission personnel in the development of effective communications exit strategies in light of the planned withdrawal of the operation (UNMIT) and the development and improvement of communications strategies and activities to enhance effective implementation of the public information plan of action (MONUSCO, UNIFIL).

671. An amount of $37,300 is proposed for the travel of two consultants and three Headquarters staff to conduct and facilitate a one-week specialized training course with the primary objective of providing participants with skills required to establish

an effective public information capacity in peacekeeping missions. The course covers a variety of complex, specialized issues in areas of media relations, policy coordination with organizations, strategic, operational and logistical planning, as well as the most recent technical developments in the field of "new media" and broadcast and information technology.

	Cost estimates	*Variance*	
Facilities and infrastructure	$2.0	—	—

672. The proposed amount of $2,000 would provide for the acquisition of office supplies for 4 continuing posts.

	Cost estimates	*Variance*	
Communications	$6.3	$0.7	12.5%

673. The estimate of $6,300 would provide for commercial communications, at the standard rate derived from past expenditure patterns, for 4 continuing posts as well as requirements for one Citrix/Mobile Office licence.

	Cost estimates	*Variance*	
Information technology	$8.8	($4.9)	(35.8%)

674. The estimate of $8,800 would provide for the maintenance and repair of information technology equipment based on the standard service-level agreements established by the Office of Information and Communications Technology ($6,200) and the support account share ($2,600) of the central information technology infrastructure costs (information storage and backup, application hosting, departmental servers and other services) derived from the past expenditure patterns, for 4 continuing posts. The variance is mainly due to the reduced requirement for replacement of standard information technology equipment.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$5.8	($0.2)	(3.3%)

675. The proposed amount of $5,800 would provide for the purchase of training materials related to the organization of the training course and special colour cartridges used for producing print material (fliers, posters, large photographs) in support of peacekeeping operations.

J. Department of Safety and Security

(a) Results-based-budgeting framework

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Implementation of the Department's recommendations on security standards, policy, guidance, directives, plans, procedures and security management reviews by field operations (2009/10: 77 per cent; 2010/11: 100 per cent; 2011/12: 80 per cent)
	3.2 All personnel on security management teams in field operations are trained (2009/10: not available; 2010/11: 100 per cent; 2011/12: 100 per cent)

Outputs

Peacekeeping Operations Support Section

- 31 review reports on security management for field operations and logistics and communications facilities; review of 34 mission security assessments prepared by field operations and UNLB, including the secondary active telecommunications facility in Valencia, Spain
- Provision of training on security management, policy and emerging issues/threats; training of security management teams (110 personnel); annual workshop in Brindisi, Italy, for 13 field missions and UNLB, including the secondary active telecommunications facility in Valencia, Spain (20 senior security personnel)
- Compilation of 261 daily security inputs to the daily security report for peacekeeping and security focal points in the field and 4 quarterly security status reports on 13 field missions
- Daily substantive security briefings and presentations on threat and mandate implementation to senior field personnel and personnel from agencies, funds and programmes

Threat and Risk Unit

- 6 strategic threat assessments for 6 peacekeeping operations
- Development, coordination and monitoring of technical standard operating procedures relevant to the acquisition, collation and analysis of security information in support of joint mission analysis centres, security information and operations centres and security information coordination units in peacekeeping missions
- Development of 8 training modules and 25 lessons on the analysis of security threat information for joint mission analysis centres, security information and operations centres and security information coordination units and development of best practices for all field missions
- Conduct of 2 security analysis process and practice courses for a total of 40 security information analysts from field missions

Mission Support Unit

- Provision of training on safety and security policies and procedures for personnel, security officers, security guards and training instructors, including on use of force; use of lethal and less lethal tactical measures; fire safety; hazardous materials equipment usage; prevention and evacuation procedures; basic security training; first aid/cardiopulmonary resuscitation and automated external defibrillator training and supervisor leadership training (6 peacekeeping missions, approximately 500 officers and guards); and perimeter security training, including physical security; access control; screening procedures; and surveillance detection (6 peacekeeping missions, approximately 400 officers and guards)

- Instructor assessment, certification and recertification in the use of lethal and less lethal tactics for firearms training officers and instructor trainers in field missions
- 6 evaluation reports on, and assistance provided for, security training units, facilities and equipment in 6 peacekeeping missions to ensure quality and consistency of instructors, and of the management and delivery of security training modules

Critical Incident Stress Management Unit

- Rapid deployment of stress counsellors for the provision of emergency critical incident stress management in peacekeeping missions and provision of needs assessment of, and technical services on, psychosocial well-being in 9 peacekeeping missions
- Training and certification on critical incident stress prevention and management for 10 counsellors in peacekeeping operations, 3 peer helper workshops for 30 staff in 3 peacekeeping missions and stress management sessions for 150 staff in 8 peacekeeping missions

External factors

United Nations peacekeeping partners and local institutions will cooperate on security matters, and the necessary staffing requirements will be maintained

(b) Human resources requirements

Category	*Approved support account posts 2010/11*	*Redeployment, reassignment, reclassification*	*General temporary assistance conversions*	*Additional new posts requested*	*Total proposed 2011/12*	*Change*
Professional and higher						
Under-Secretary-General	—	—	—	—	—	—
Assistant Secretary-General	—	—	—	—	—	—
D-2	—	—	—	—	—	—
D-1	—	—	—	—	—	—
P-5	1	—	—	—	1	—
P-4	6	—	—	—	6	—
P-3	5	—	—	—	5	—
P-2/P-1	1	—	—	—	1	—
Subtotal	13	—	—	—	13	—
General Service and other						
Principal level	—	—	—	—	—	—
Other level	2	—	—	—	2	—
Security Service	3	—	—	—	3	—
Subtotal	5	—	—	—	5	—
Total	18	—	—	—	18	—

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2009/10) (1)	Apportionment (2010/11) (2)	Cost estimates (2011/12) (3)	Variance: Amount (4)=(3)-(2)	Variance: Percentage (5)=(4)÷(2)
I. Post resources	2 733.5	2 822.3	2 748.4	(73.9)	(2.6)
II. Non-post resources					
Official travel	959.2	852.6	1 045.8	193.2	22.7
Facilities and infrastructure	3.7	9.0	9.0	—	—
Communications	19.6	34.4	25.2	(9.2)	(26.7)
Information technology	51.1	69.2	64.8	(4.4)	(6.4)
Other supplies, services and equipment	470.0	9.9	20.5	10.6	107.1
Subtotal II	1 503.6	975.1	1 165.3	190.2	16.3
Total	4 237.1	3 797.4	3 913.7	116.3	2.9

(d) Analysis of resource requirements[1]

	Cost estimates	Variance	
Posts	$2 748.4	($73.9)	(2.6%)

676. The provision of $2,748,400 would cover salaries, common staff costs and staff assessment for the 18 continuing posts. The variance is attributable to decreased standard salary costs.

	Cost estimates	Variance	
Official travel	$1 045.8	$193.2	22.7%

677. The official travel requirements are described below.

(United States dollars)

Type of travel	Amount	Output reference
Mission planning/ assessment/ consultation	476 900	31 review reports on security management for field operations and logistics and communications facilities; review of 34 mission security assessments prepared by field operations and UNLB, including the secondary active telecommunications facility in Valencia, Spain 6 strategic threat assessments for 6 peacekeeping operations Evaluation and assistance of security training units, facilities and equipment in 6-8 peacekeeping missions to ensure quality and consistency of instructors, management and delivery of security training modules

Type of travel	*Amount*	*Output reference*
Technical support	**12 800**	**Rapid deployment of stress counsellors for the provision of emergency critical incident stress management in peacekeeping missions and provision of needs assessment of and technical services on psychosocial well-being in 9 peacekeeping missions**
Seminars/conferences/workshops	**35 000**	**6 evaluation reports on and assistance provided for security training units, facilities and equipment in 6 peacekeeping missions to ensure quality and consistency of instructors, and of the management and delivery of security training modules**
Training	**521 100**	**Conduct of 2 security analysis process and practice courses for a total of 40 security information analysts from peacekeeping missions** **Provision of training on safety and security policies and procedures for personnel, security officers, security guards and training instructors, including on use of force; use of lethal and less lethal tactical measures; fire safety; hazardous materials equipment usage; prevention and evacuation procedures; basic security training; first aid/cardiopulmonary resuscitation and automated external defibrillator training and supervisor leadership training (6 peacekeeping missions, approximately 500 officers and guards); and perimeter security training, including physical security; access control; screening procedures; and surveillance detection (6 peacekeeping missions, approximately 400 officers and guards)** **Instructor assessment, certification and re-certification in the use of lethal and less lethal tactics for firearms training officers and instructor trainers in field missions** **Training and certification on critical incident stress prevention and management for 10 counsellors in peacekeeping operations, 3 peer helper workshops for 30 in 3 peacekeeping missions, and stress management sessions for 150 staff in 8 peacekeeping missions**
Total	**1 045 800**	

678. An amount of $476,900 is proposed for travel to undertake mission planning/assessment/consultation activities: senior staff to visit peacekeeping operations, UNLB, the secondary active telecommunications facility in Valencia, Spain, and the Regional Service Centre at Entebbe to conduct security management reviews ($257,500), including inspection and evaluation of compliance with security plans, as well as updates and modifications to security plans. The amount proposed would also allow for senior staff to deliver training, on the same trips, for security management teams at UNLB; on-site assessment, verification and assistance in the delivery of training ($119,000); senior security officers to travel to peacekeeping missions to conduct strategic/operational security assessments ($48,100); provision of needs assessment of, and support services on, psychosocial well-being to mission personnel in peacekeeping operations ($52,300), including psychosocial mitigating

measures, team-building, stress management, burnout, coping with change, conflict management and coping with loss and death.

679. An amount of $12,800 is proposed for travel to provide technical support in connection with the rapid deployment of stress counsellors for the provision of emergency critical incident stress management in two peacekeeping operations.

680. An amount of $35,000 is proposed for travel for the Deputy Chief of the Security and Safety Service and the firearms training instructors to attend a workshop at UNIFIL to assess and test updated instruction programmes, firearms training and policy developments.

681. An amount of $521,100 is proposed for travel in connection with the following training provided to security officers: Peacekeeping Operations Support Section-directed peacekeeping mission security training workshop for senior field security officers at UNLB ($29,000); Threat and Risk Unit-directed security information management training courses at UNLB ($56,700); on-site assessment and evaluation of the delivery of training modules by field security instructors, update on training policies and standard operating procedures, training of field instructors, including instructor certification and recertification, and field security officers on specialized training modules such as, but not limited to, firearms training and certifications, skill enhancement training, defensive tactics and security awareness ($336,100); the Headquarters Security and Safety Service training instructors to participate in instructor skills development training for certification or recertification in safety and security subject areas ($67,100); training-of-trainer workshops on critical incident stress intervention, including skills and knowledge development, with a view to building cells in the field to improve emergency response and psychosocial services in field operations and provide a standardized approach ($32,200).

682. The variance is attributable to travel related to on-site assessment, verification and assistance in the delivery of training in the field to ensure quality and consistency of training personnel, training management and successful delivery of current and future programmes of instruction, training, facilities and equipment, and the firearms workshop to test updated programmes and assess policy development associated with firearms.

	Cost estimates	*Variance*	
Facilities and infrastructure	$9.0	—	—

683. The proposed amount of $9,000 would provide for the acquisition of office supplies for 18 continuing posts.

	Cost estimates	*Variance*	
Communications	$25.2	($9.2)	(26.7%)

684. The estimate of $25,200 would provide for commercial communications, at the standard rate derived from past expenditure patterns, for 18 continuing posts. The variance is attributable to the replacement of communications equipment approved in the 2010/11 period.

	Cost estimates	*Variance*	
Information technology	**$64.8**	**($4.4)**	**(6.4%)**

685. The estimate of $64,800 would provide for the maintenance and repair of information technology equipment based on the standard service-level agreements established by the Office of Information and Communications Technology ($28,100) and the support account share ($36,700) of the central information technology infrastructure costs (information storage and backup, application hosting, departmental servers and other services) derived from the past expenditure patterns, for 18 continuing posts.

	Cost estimates	*Variance*	
Other supplies, services and equipment	**$20.5**	**$10.6**	**107.1%**

686. The proposed amount of $20,500 would provide for the cost of training materials and supplies related to the basic safety and security training and training-of-trainer workshops for field security officers and fees for Headquarters Security and Safety Service training instructors to participate in instructor skills development training for certification or recertification in specialized safety and security subject areas. The variance is attributable to fees associated to the firearms certification/recertification course for which training was not required in 2010/11.

K. Office of Information and Communications Technology

(a) Results-based-budgeting framework

687. The mandate of the Office of Information and Communications Technology was established by the General Assembly in its resolution 63/262.

688. The Office provides strong, central leadership for the establishment and implementation of Organization-wide information and communications technology standards and activities in order to ensure efficient utilization of resources, modernization of information systems and improvement in the information and communications technology services available to the United Nations.

689. With regard to information and communications technology development projects and support services for field missions, the Office works closely with DFS, and focuses on the strategic initiatives set out in the report of the Secretary-General on investing in information and communications technology (A/62/793/Add.1), including: information and communications technology architecture and standard-setting efforts; planning and implementation of major infrastructure improvements for the field; development, implementation and support of Organization-wide and major shared applications; centralized information technology project management support activities; coordination of disaster recovery and business continuity planning for the field; review of information and communications technology budget requirements against information and communications technology strategy and priorities prior to their submission to the Controller; strategic oversight of the United Nations Logistics Base/Site B facilities in those functions related to information and communications technology, including review and approval of strategic directions, technical architecture and design, and infrastructure improvements.

690. The Office comprises the immediate office of the Chief Information Technology Officer, the Programme Management Division, Strategic Management Service and Operations Support Section. The Programme Management Division includes the Infrastructure Management Service, Knowledge Management Service, Resource Management Service and Field Systems Section.

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 99 per cent availability of existing information and communications technology infrastructure and enterprise information systems for all peacekeeping missions (2009/10: 99 per cent; 2010/11: 99 per cent; 2011/12: 99 per cent)
	3.2 70 per cent of surveyed field personnel are fully satisfied with information and communications technology enterprise services (2009/10: not available; 2010/11: 75 per cent; 2011/12: 70 per cent)
	3.3 Utilization of the project and application portfolio management modules of ePortfolio by all field operations (2009/10: not available; 2010/11: not available; 2011/12: 100 per cent)

Outputs

- Connectivity to the United Nations network via Internet and Citrix for access to existing enterprise systems in all field operations such as the Organization's Intranet, integrated management information system, central field personnel management system, documents system, service desk
- Service support for Galaxy selection and recruitment system for field operations
- Support for access to IMIS in field operations, mobile office services, and the Internet protocol user address system (domain name system) via secure user identification and a virtual private network
- Maintenance support for the ePortfolio system for better management of information and communications technology investments and application assets by field operations
- Implementation of the enterprise content management solution for peacekeeping policy and guidance repository
- Development and implementation of the customer relationship management solution for troop contribution management to facilitate inspections of contingent-owned equipment in 4 field operations
- Roll-out of electronic fuel management system software in 4 peacekeeping operations to increase operational efficiency of field missions by enhancing transparency across the fuel supply chain
- Development of an electronic food rations management system to facilitate the effective management of rations for formed military contingents and pilot implementation of the system in 2 selected field operations
- Implementation of the enterprise information portal in 4 peacekeeping missions to increase productivity through personalized web portals and efficient collaboration tools

- **Roll-out of an enterprise identity management system for 6 field operations as an authoritative source of information, providing a unique identifier to each person that can be used for authentication and authorization to access enterprise applications**
- **Pilot implementation of the electronic global warden system for supporting security and safety of personnel in the field in 3 peacekeeping operations**
- **4 information and communications technology assessment reports on select field operations to assess alignment between strategic programmes and information systems delivery, including planning related to the deployment of enterprise-wide systems**
- **4 training workshops, dedicated to covering the use of each of the following systems: enterprise content management solution for peacekeeping policy and guidance repository; customer relationship management solution for troop contribution management; electronic fuel management system; electronic food rations management system**

External factors

- **Security considerations in peacekeeping operations and support for AMISOM will not prevent the successful implementation of field systems and service delivery**
- **Vendors will deliver commercial off-the-shelf systems on time**

(b) Human resources requirements

Category	*Approved support account posts 2010/11*	*Redeployment, reassignment, reclassification*	*General temporary assistance conversions*	*Additional new posts requested*	*Total proposed 2011/12*	*Change*
Professional and higher						
Under-Secretary-General	—	—	—	—	—	—
Assistant Secretary-General	—	—	—	—	—	—
D-2	—	—	—	—	—	—
D-1	—	—	—	—	—	—
P-5	—	—	—	—	—	—
P-4	3	—	—	—	3	—
P-3	4	—	—	—	4	—
P-2/P-1	3	—	—	—	3	—
Subtotal	**10**	—	—	—	**10**	—
General Service and other						
Principal level	1	—	—	—	1	—
Other level	1	—	—	—	1	—
Subtotal	**2**	—	—	—	**2**	—
Total	**12**	—	—	—	**12**	—

(c) Financial resource requirements

(Thousands of United States dollars)

Category	*Expenditures (2009/10)*	*Apportionment (2010/11)*	*Cost estimates (2011/12)*	*Variance*	
				Amount	*Percentage*
	(1)	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	1 518.8	1 848.6	1 787.8	(60.8)	(3.3)
II. Non-post resources					
General temporary assistance[a]	1 711.5	1 914.0	774.7	(1 139.3)	(59.5)
Official travel	686.5	428.8	428.9	0.1	0.0
Facilities and infrastructure	342.5	11.5	8.0	(3.5)	(30.4)
Communications	32.6	32.2	22.4	(9.8)	(30.4)
Information technology[b]	14 088.1	8 120.3	7 272.2	(848.1)	(10.4)
Other supplies, services and equipment	30.1	75.5	—	(75.5)	(100.0)
Subtotal II	**16 891.3**	**10 582.3**	**8 506.2**	**(2 076.1)**	**(19.6)**
Total	**18 410.1**	**12 430.9**	**10 294.0**	**(2 136.9)**	**(17.2)**

[a] The apportionment for general temporary assistance includes an additional amount of $106,206 for the support account for the peacekeeping operations share of the information and communications technology structural review, pursuant to General Assembly resolution 65/259.

[b] The proposal for information technology includes an additional amount of $941,600 for the support account for the peacekeeping operations share of the secondary data centre, pursuant to General Assembly resolution 64/228.

(d) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	**$1 787.8**	**($60.8)**	**(3.3%)**

691. The provision of $1,787,800 would cover salaries, common staff costs and staff assessment for 12 continuing posts. The variance is attributable to lower standard salary costs.

	Cost estimates	*Variance*	
General temporary assistance	**$774.7**	**($1 139.3)**	**(59.5%)**

692. The proposed requirements in the amount of $774,700 would cover the continuation of 3 general temporary assistance positions and the establishment of 1 new position, compared with the 11 general temporary assistance positions approved for 2010/11, as described below.

Field Systems Section

Project Manager (customer relationship management solution for troop contribution management) (1 P-4 position, continuation)

Information Systems Officer (customer relationship management solution for troop contribution management) (1 P-3 position, continuation)

Project Manager (electronic rations management system) (1 P-4 position, continuation)

Information Portal Architect (enterprise information portal) (1 P-4 position, new)

693. The current staffing establishment of the Field Systems Section includes 10 continuing posts (3 P-4, 4 P-3, 3 P-2, 1 GS (PL), 1 GS (OL)) and 4 general temporary assistance positions (2 P-4, 2 P-3), funded from the support account. The service was established pursuant to General Assembly resolution 63/262 to address the following key strategic technology areas for the field: the enterprise content management system and the customer relationship management system; the implementation of electronic fuel and rations management systems, the enterprise information portal and the identity management system.

Customer relationship management solution for troop contribution management

694. The customer relationship management solution for troop contribution management would automate the inspection processes for the contingent-owned equipment in field missions and integrate them with the memorandum of understanding and reimbursement modules of existing systems. Mobile technology will also be provided to the users in missions to streamline manual tasks. As a result, there will be improved information flow between administrators and the field, real-time access to inspection data and more accurate calculation of reimbursements. As indicated in the 2009/10 performance report (A/65/610/Add.1), the customer relationship management platform was configured and the network infrastructure established at UNLB, and software was acquired and customized for facilitating inspections of contingent-owned equipment in field operations. The initial implementation of this customer relationship management solution will be conducted at UNIFIL and UNOCI in 2010/11 and will continue to be deployed to peacekeeping operations with contingent-owned equipment in 2011/12. The system implementation is expected to be completed in 2011/12.

695. Accordingly, it is proposed to continue 2 general temporary assistance positions, 1 position for the Project Manager at the P-4 level and 1 position for the Information Systems Officer for application support at the P-3 level. Specific functions would include: systems analysis, migration of data from existing systems to the new customer relationship management system and working on the required integration between the customer relationship management system and other enterprise-wide systems, including the enterprise content management and enterprise resource planning systems.

Electronic rations management system

696. The management system for food rations would automate, inter alia, food ordering processes, menu planning, recipe creation, inventory management, nutritional metrics and food contract management. As indicated in the 2009/10

performance report (A/65/610/Add.1), in 2008/09 the Organization initiated the acquisition of the commercial food control system. However, owing to legal issues involving the previously selected vendor the procurement process was delayed and required the resolicitation of the contract. In December 2009, the Procurement Division solicited expressions of interest from specialized vendors and received nine. The statement of work for the issuance of the request for proposal was submitted to the Division in March 2010, for which the process remained pending as at February 2011. The pilot implementation will take place in UNIFIL, UNDOF and support for AMISOM in 2010/11, assuming there are no disruptions to procurement actions, in four peacekeeping operations in 2011/12 and in remaining peacekeeping operations in 2012/13.

697. Accordingly, it is proposed that a general temporary assistance position be continued for the Project Manager at the P-4 level in order to provide application support. Specific functions would include: project management and interactions with software vendors, business analysis, conducting gap analysis between system functionality and the United Nations rations management needs, testing and implementing system enhancements and developing custom reports.

Enterprise information portal

698. The information portal will provide a personalized environment for users, including access to all necessary applications, content and collaboration tools. As indicated in the 2010/11 budget proposal (A/64/697), the 2009/10 appropriation of $950,000 was used to gather initial requirements, acquire the core components of the software for the pilot implementation, establish the network infrastructure at UNLB and conduct a successful pilot implementation of the system in two field operations. However, as indicated in the 2009/10 performance report (A/65/610/Add.1), in May 2010, the Office of Information and Communications Technology began the requisition process for the acquisition of the enterprise information portal software and customization services, including a limited number of licences for the pilot implementation in 2010/11, and established the network infrastructure at UNLB. In November 2010, the software was installed and configured in the portal environment at Headquarters, which resulted in the integration of the enterprise information portal and e-mail and Intranet applications. In 2011/12, the Office would continue to develop and implement the enterprise information portal in four peacekeeping operations. In this context, it is proposed that a new general temporary assistance position be established for an Information Portal Architect, at the P-4 level, to design and implement the system architecture, including the customization work for field mission web portals. The system will be implemented in four field operations in 2011/12 and is expected to be implemented in all field operations by June 2013.

699. The variance is attributable to the proposed continuation of 3 general temporary assistance positions and 1 new position compared with 11 positions approved for 2010/11, and lower standard salary costs. Since 2005/06, general temporary assistance resources have been dedicated in the Office of Information and Communications Technology to support the extraordinary volume of information technology infrastructure generated by DPKO and DFS at Headquarters, which has since been significantly streamlined. As the resource requirement to support the DPKO and DFS information technology infrastructure at Headquarters is now aligned with the other departments/offices funded from the support account, the

former general temporary assistance positions will not be continued in 2011/12 and the resource requirements have been calculated and mainstreamed in the information technology provision for DPKO and DFS included in the Departments' budgets. This practice is consistent with all other departments and offices funded from the support account.

	Cost estimates	*Variance*	
Official travel	**$428.9**	**$0.1**	**(0.0%)**

700. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessment/ consultation	44 800	4 information and communications technology assessment reports on select field operations to assess alignment between strategic programmes and information systems delivery, including planning related to the deployment of enterprise-wide systems
Technical support	272 900	Roll-out of an enterprise identity management system Roll-out of electronic fuel management system software Pilot implementation of an electronic food rations management system and implementation of the enterprise information portal Implementation of the enterprise content management solution for peacekeeping policy and guidance repository Implementation of the customer relationship management solution for troop contribution management Pilot implementation of the electronic global warden system
Training	111 200	4 training workshops, dedicated to covering the use of each of the following systems: enterprise content management solution for peacekeeping policy and guidance repository; customer relationship management solution for troop contribution management; electronic fuel management system; electronic food rations management system
Total	**428 900**	

701. An amount of $44,800 is proposed for travel to four field operations in Asia, the Middle East and Africa to assess field operation automation needs, status of field systems and alignment between the Organization's strategic information and communications technology programmes and information systems delivery for field operations.

702. An amount of $272,900 is proposed for travel to undertake the following technical support activities: for technical configuration of server and systems infrastructure for approved field enterprise content management and customer relationship management solutions, the electronic identity management system and the electronic rations management system at UNLB ($27,900); the implementation of the fuel management system in four field operations ($70,000); the implementation of the rations management system in two field operations ($35,000); implementation of the enterprise content management solution for peacekeeping

policy and guidance repository and the enterprise information portal in select peacekeeping operations ($70,000); implementation of the customer relationship management solution for troop contributions management in select field missions ($70,000).

703. An amount of $111,200 is proposed for travel to conduct train-the-trainers workshops on the implementation of field systems as follows: the electronic fuel management system ($27,800), electronic rations management system ($27,800), troop contribution management for officers responsible for contingent-owned equipment ($27,800), and the enterprise content management solution for peacekeeping policy and guidance repository and the enterprise information portal ($27,800).

	Cost estimates	*Variance*	
Facilities and infrastructure	$8.0	($3.5)	(30.4%)

704. The proposed amount of $8,000 would provide for the acquisition of office supplies for 12 continuing posts and 4 general temporary assistance positions. The variance is attributable to reduced requirements as a result of general temporary assistance positions that have not been proposed for continuation.

	Cost estimates	*Variance*	
Communications	$22.4	($9.8)	(30.4%)

705. The estimate of $22,400 would provide for commercial communications, at the standard rate derived from past expenditure patterns, for 12 continuing posts. The variance is attributable to reduced requirements as a result of general temporary assistance positions that have not been proposed for continuation.

	Cost estimates	*Variance*	
Information technology	$7 272.2	($848.1)	(10.4%)

706. The estimate of $7,272,200 would provide for non-standard resources for the acquisition of specialized information technology equipment ($220,000); acquisition of specialized software ($3,360,000); contractual services ($3,593,100) necessary to support peacekeeping information technology infrastructure for enterprise business needs, as indicated in the table and paragraphs below; and standard resources for the maintenance and repair of information technology equipment based on the standard service-level agreements established by the Office of Information and Communications Technology ($68,600); and the support account share ($30,500) of the central information technology infrastructure costs (information storage and backup, application hosting, departmental servers and other services) derived from past expenditure patterns, for 12 continuing posts.

(United States dollars)	
Hardware	
Fuel management system	40 000
Servers	180 000
Total	220 000
Software	
Fuel management system	60 000
Rations management system	2 500 000
Enterprise information portal	750 000
Global warden system	50 000
Total	3 360 000
Contractual services	
Secondary data centre	941 600
Galaxy	640 000
Customer relationship management	451 500
Fuel management	510 000
Rations management	220 000
Enterprise information portal	420 000
Enterprise identity management	320 000
Global warden	90 000
Total	3 593 100

707. The acquisition of specialized information technology equipment ($220,000) would cover requirements for fuel measuring equipment for generators, vehicles and fuel tanks for software and hardware integration with the electronic fuel management system ($40,000) and the acquisition of 15 physical servers that will include 75 virtual servers at UNLB for customer relationship management solutions for troop contribution management and peacekeeping telecommunications billing, enterprise content management solutions for peacekeeping policy and guidance repository, electronic fuel and rations management systems, the enterprise information portal and the enterprise identity management system ($180,000).

708. The acquisition of specialized software ($3,360,000) includes server operating systems, database management and reporting software for the fuel management system ($60,000), the global warden system ($50,000) and the enterprise information portal ($750,000), and the acquisition of commercial off-the-shelf software for the rations management system that would be customized to meet the specific requirements of peacekeeping missions ($2,500,000). New and existing software licences and their maintenance fees in connection with the expansion of the pool of registered users for the proposed systems would be included in the budgets of peacekeeping operations as implementation advances in phases.

709. The provision for external contractual services ($3,593,100) specialized in information technology is estimated based on memorandums of understanding or

contract agreements established with the International Computing Centre and UNOPS, including an 8 per cent personnel administration cost, or other approved vendors for ongoing support services and development projects, as detailed below in paragraphs 713 to 724. Contractual services at Headquarters are undertaken by a staffing complement of 28 contractual personnel working at levels equivalent to the United Nations grade level system. A provision for common charges such as for rental space, office supplies and services under the information technology standard level agreement with the Office of Information and Communications Technology have been included in the relevant resource class under the central responsible department or office.

Ongoing support services

710. Pursuant to General Assembly resolution 64/228, a provision in the amount of $941,600 is included for the recurring and non-recurring requirements for the secondary data centre at Headquarters.

711. An amount of $640,000 is proposed to continue operations and maintenance-level support for Galaxy, the Organization's enterprise recruitment system, until migration can be completed to Inspira, the talent management system and a full decommissioning of the current system has been conducted. A transitional period is required in the operation of the two systems to ensure that the Organization is able to continue to undertake recruitment and associated human resources functions in an automated and efficient manner. It is anticipated that [illegible] need for full support of Galaxy will continue through the 2011/12 budget period.

Proposed field systems

712. The proposed resources are to develop, implement and support systems approved by the General Assembly in its resolution 63/262 and described in the Secretary-General's reports on enterprise systems for the United Nations Secretariat worldwide (A/62/510/Rev.1) and investing in an information and communications strategy for the United Nations Secretariat (A/62/793 and Corr.1 and Add.1), which represent the enterprise information management priorities and needs for the field, and have been reviewed and supported by the Project Management Office of the Office of Information and Communications Technology given relevant technical review requirements. Costs are calculated based on average contractual salary and operational costs in accordance with the rates contained in a memorandum of understanding with UNOPS or contractual arrangements with the International Computing Centre or other vendors. These initiatives do not overlap with, and are complementary to, the enterprise resource planning system (Umoja).

Customer relationship management solution for troop contribution management

713. An amount of $451,500 is proposed for contractual services for the continuation of the development, deployment and support of the troop contribution management solution in peacekeeping operations. This customer relationship management solution would automate the inspection processes for the contingent-owned equipment in field missions and integrate them with memorandum of understanding and reimbursement modules of existing systems resulting in real-time access to inspection data, increased accuracy of contingent-owned equipment records and calculation of reimbursements. As indicated in the 2009/10 performance

report (A/65/610/Add.1), in 2009/10 the customer relationship management platform was configured and the network infrastructure established at UNLB, and software was acquired and customized for facilitating inspections of contingent-owned equipment in field operations. The initial implementation of this customer relationship management solution will be conducted at UNIFIL and UNOCI in 2010/11 and will continue to be deployed to four peacekeeping operations with contingent-owned equipment in 2011/12. The system implementation is expected to be completed in 2012/13.

Electronic fuel management system

714. An amount of $510,000 is proposed for business analyst expertise and four technical experts to support the continuation of the development and implementation of the electronic fuel management system, which is a commercial off-the-shelf solution to automate, manage and monitor fuel usage in field operations. The system would improve the recording of fuel transactions, optimize the fuel management capacity in field operations and mitigate waste and loss by enhancing control and visibility. The system would facilitate effective review of the performance of fuel vendors, as well as their compliance with contracts, which would in turn support negotiations on new contracts. The fuel management system will interface with existing systems and include required data interfaces with enterprise resource planning systems.

715. As indicated in the 2009/10 performance report (A/65/610/Add.1), the electronic fuel management system was acquired during the reporting period and pre-implementation study conducted at MINUSTAH in November 2009; however, due to the earthquake in Haiti in January 2010, the pilot implementation site was later changed to UNIFIL, where a second pre-implementation study was conducted in March 2010. The final system acceptance test was conducted in December 2010 at UNIFIL and UNLB. The system will be implemented in UNIFIL, UNDOF and support for AMISOM in 2010/11, in four peacekeeping operations in 2011/12 and remaining peacekeeping operations in 2012/13.

Electronic rations management system

716. An amount of $220,000 is proposed for business analyst expertise to support the continuation of the development of the electronic rations management system, which would establish a single global standardized information management system for food rations that would fully automate the ordering, inventory tracking, invoice matching, and overall contract administration functions in field operations.

717. As indicated in the 2009/10 performance report (A/65/610/Add.1), in 2008/09 the Organization initiated the acquisition of the commercial food control system. However, owing to legal issues involving the previously selected vendor the procurement process was delayed and required the resolicitation of the contract. The pilot implementation would take place in 2011/12 in UNOCI and UNMIL, assuming there are no disruptions to procurement actions, and implementation in selected field operations in 2012/13.

Enterprise information portal

718. An amount of $420,000 is proposed for contractual services for business analyst, administrator and developer expertise, and for the continuation of the

development and implementation of the enterprise information portal, which provides a mechanism to allow staff to efficiently access the information resources that they require. The system maintains a single authoritative record for each user, including their individual roles. The system uses these records to deliver customized, relevant and authorized content to the individual user. As a platform for content and systems integration, the project will empower staff, Member States and collaborating organizations by offering them self-service access to integrated information, data, knowledge and applications. The system will be implemented in four field operations in 2011/12 and is expected to be implemented in all field operations by June 2013.

Enterprise identity management system

719. An amount of $320,000 is proposed for the continuation of the implementation of the enterprise identity management system, which would streamline organizational identity management processes and provide a single repository for user information management, in line with the Organization's standardized policies. The system will support secure and effective identity management and provide enhanced information on the location of peacekeeping personnel inside the mission area. As indicated in the 2010/11 budget proposal (A/64/697), the system implementation began in 2008/09. As indicated in the 2009/10 performance report (A/65/610/Add.1), a pilot project was undertaken in May 2010 for the creation of the repository of field mission personnel, including data validation and quality assurance processes. This repository includes personnel data from four field operations (UNIFIL, UNMIL, MINUSTAH and UNLB). The enterprise identity management system field repository will be expanded for all peacekeeping operations and support for AMISOM in 2010/11 and will be gradually integrated with the Secretariat repository in 2011/12. The system is expected to be rolled out to remaining field operations by June 2013.

Global warden system

720. An amount of $90,000 is proposed for the continuation of services for the implementation of a prototype for the global warden system. The technical skills for system implementation would be provided by the Office of Information and Communications Technology; subject-matter expertise for the system would be provided by the Department of Safety and Security; and the Information and Communications Technology Division of the Department of Field Support would host the system at UNLB. Funds for contractual services were approved from the support account in the amount of $160,000 in 2009/10, and $117,000 was approved for the development phase of the prototype. The main objective of the project is to develop a centrally hosted data warehouse to be used by staff members, wardens and security coordinators in all field operations with a view to delivering a standard warden system for the field that provides authoritative and comprehensive information on personnel. The system is expected to be implemented as a pilot in three field operations in 2011/12.

721. The variance in information technology resources reflects the change in requirements associated with the stage of development or implementation of approved information technology projects in peacekeeping operations, in particular amounts approved in 2010/11 under contractual services for the enterprise content management solution for the peacekeeping reporting process automation completed

in 2009/10, as indicated in the 2009/10 performance report (A/65/610/Add.1), and for the electronic fuel management system and the electronic rations management system, including a maintenance and enhancement phase for the fuel system and expected implementation of the rations system, and non-recurring costs associated with the establishment of a secondary data centre at Headquarters, offset by additional requirements for the enterprise information portal for development licences associated with its preliminary phase.

	Cost estimates	*Variance*	
Other supplies, services and equipment	—	($75.5)	(100.0%)

722. The variance is attributable to course fees approved in 2010/11 for support account funded staff, for management and information technology training to update knowledge in connection with the support and maintenance of physical and virtual servers, storage and backup, and e-mail and communications infrastructure at Headquarters.

L. Advisory Committee on Administrative and Budgetary Questions secretariat

(a) Results-based-budgeting framework

723. The mandate of the Advisory Committee on Administrative and Budgetary Questions was established by the General Assembly in its resolutions 14 (I) and 32/103 and rules 155 to 157 of the rules of procedure of the General Assembly.

724. The secretariat of the Advisory Committee will during the budget period contribute to a number of expected accomplishments mandated by the General Assembly by delivering related key outputs, shown in the frameworks below. The indicators of achievement show a measurement of progress towards such accomplishments during the budget period.

725. The Advisory Committee is responsible for examining and reporting on the proposed budgets, performance reports and administrative issues submitted by the Secretary-General to the General Assembly. The secretariat's activities include the provision of advice and technical support to the Committee on issues of policy and/or procedure and the drafting of conclusions and recommendations in the Committee's reports. Its activities also include the examination and analysis of proposals contained in the reports of the Secretary-General and all relevant supplementary and background documentation; the definition of issues; and the formulation of administrative and financial regulations and rules for consideration by the Committee.

726. Additional activities of the secretariat include the scheduling of the Committee's sessions with officers of the Department of Peacekeeping Operations, the Department of Field Support, the Office of Programme Planning, Budget and Accounts, the Board of Auditors, the Independent Audit Advisory Committee, OIOS and other relevant entities, including the coordination of the appearance of senior officials from those entities and others, as required. The secretariat carries out its activities in close cooperation with the Department of Management, the Office of Programme Planning, Budget and Accounts, the Office of Human Resources

Management, the Office of Central Support Services, the secretariat of the Fifth Committee of the General Assembly and other departments and offices of the Secretariat. This collaboration and cooperation includes the examination, substantive analysis and clarification required in the preparation of the reports and the sharing of information and experience.

727. Priorities are determined by the recommendations of the General Assembly and the decisions of the Security Council, as guided by the Office of Programme Planning, Budget and Accounts and the Fifth Committee.

728. The primary challenges faced by the secretariat of the Advisory Committee are twofold: the first concerns inadequate resources, which is compounded by the second challenge, the short time frame allotted to produce reports reflecting the Committee's expert opinions on the proposed budgets and administrative issues submitted by the Office of Programme Planning, Budget and Accounts, as well as other departments and offices of the Secretariat.

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 100 per cent of reports of the Advisory Committee submitted in accordance with required deadline (2009/10: not available; 2010/11: 100 per cent; 2011/12: 100 per cent)
	1.2 100 per cent of reports of the Advisory Committee submitted are error free (2009/10: not available; 2010/11: 100 per cent; 2011/12: 100 per cent)

Outputs

- Substantive servicing of meetings: provision of substantive and technical advice and support to approximately 114 meetings of the Advisory Committee
- Parliamentary documentation: production of approximately 34 reports
- Scheduling of meetings: well-organized schedule that is flexible enough to accommodate General Assembly resolutions, Security Council resolutions and decisions and the ad hoc submission of reports

(b) Human resources requirements

Category	*Approved support account posts 2010/11*	*Redeployment/ reassignment/ reclassification*	*General temporary assistance conversions*	*Additional new posts requested*	*Total proposed 2011/12*	*Change*
Professional and higher						
Under-Secretary-General	—	—	—	—	—	—
Assistant Secretary-General	—	—	—	—	—	—
D-2	—	—	—	—	—	—
D-1	—	—	—	—	—	—
P-5	—	—	—	—	—	—
P-4	—	—	1	—	1	1

Category	Approved support account posts 2010/11	Redeployment, reassignment, reclassification	General temporary assistance conversions	Additional new posts requested	Total proposed 2011/12	Change
P-3	—	—	—	—	—	—
P-2/P-1	—	—	—	—	—	—
Subtotal	—	—	1	—	1	1
General Service and other						
Principal level	—	—	—	—	—	—
Other level	—	—	—	—	—	—
Subtotal	—	—	—	—	—	—
Total	—	—	1	—	1	1

(c) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2009/10)	Apportionment (2010/11)	Cost estimates (2011/12)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	—	—	191.9	191.9	—
II. Non-post resources					
General temporary assistance	—	168.0	—	(168.0)	(100.0)
Consultants	—	—	—	—	—
Official travel	—	—	—	—	—
Facilities and infrastructure	—	0.5	0.5	—	—
Communications	—	2.0	1.4	(0.6)	(30.0)
Information technology	—	2.4	1.6	(0.8)	(33.3)
Medical	—	—	—	—	—
Other supplies, services and equipment	—	—	—	—	—
Subtotal II	—	172.9	3.5	(169.4)	(98.0)
Total	—	172.9	195.4	22.5	13.0

(d) Justification of posts

Administrative Officer (1 P-4, general temporary assistance position conversion, new)

729. The Advisory Committee on Administrative and Budgetary Questions is a subsidiary organ of the General Assembly, the mandate of which is to examine and report on the budget submitted by the Secretary-General to the General Assembly, to advise the Assembly concerning any administrative and budgetary matters referred to it, to examine on behalf of the Assembly the administrative budgets of the specialized agencies and proposals for financial agreements with such agencies, and to consider and report to the Assembly on the auditors' reports on the accounts of

the United Nations and of the specialized agencies. In this context, the Advisory Committee reports on the financing of all peacekeeping operations. The secretariat of the Advisory Committee, which supports the work of the Committee, currently comprises 1 Executive Secretary (D-2), 1 Deputy Executive Secretary (D-1), 5 Administrative Officers (2 P-5, 3 P-4), 1 Personal Assistant (GS (PL)) and 4 Meeting Services Assistants (GS (OL)) funded from the regular budget. Currently, 1 general temporary assistance position (P-4) funded from the support account, which is proposed to be converted to a post, is the only peacekeeping support account staffing resource provided to support the peacekeeping-related work undertaken by the secretariat of the Advisory Committee. The conversion is requested as the workload of the secretariat in regard to peacekeeping activities is an ongoing activity and, as such, a continuing post is required.

730. Workload statistics indicate an increasing trend in the number of reports received for review by the Advisory Committee during the past decade, from 263 during the biennium 1998-1999, to 393 during the biennium 2008-2009, representing an overall increase of 49 per cent. Reports relating to peacekeeping operations represent approximately 30 per cent of the workload. For 2011, it is estimated by the Office of Programme Planning, Budget and Accounts that approximately 35 peacekeeping-related reports will be submitted to the Advisory Committee for review, representing an approximate increase of 6 per cent in the number of peacekeeping-related reports submitted in 2010.

731. The Administrative Officer would primarily be responsible for the following: the examination and analysis of the administrative and budgetary implications of the reports submitted to ensure compliance with legislative mandates and adequacy of justification; the identification of issues of administrative and financial policy for consideration by the Advisory Committee, including the analysis and identification of issues contained in previous General Assembly resolutions, reports of the Committee and other existing documentation; extensive research and the provision of technical advice and support to the Committee on issues of policy or procedure; drafting of the Committee's reports, setting forth its conclusions and recommendations; and provision of advice on and clarification of the substance of the Committee's reports.

(c) Analysis of resource requirements[1]

	Cost estimates	Variance	
Posts	$191.9	$191.9	—

732. The provision of $191,900 would cover salaries, common staff costs and staff assessment for the proposed 1 new post.

	Cost estimates	Variance	
Facilities and infrastructure	$0.3	—	—

733. The proposed amount of $300 would provide for the purchase of office supplies for the 1 proposed new post.

	Cost estimates	Variance	
ommunications	**$1.4**	**($0.6)**	**(30.0%)**

34. The estimate of $1,400 would provide for commercial communications, at the tandard rate derived from past expenditure patterns for 1 new proposed post.

	Cost estimates	Variance	
nformation technology	**$1.6**	**($1.8)**	**(52.9)**

35. The estimate of $1,600 would cover requirements for 1 new proposed post and rovide for the maintenance and repair of information technology equipment based n standard service-level agreements established by the Office of Information and ommunications Technology. The variance is attributable to the acquisition of tandard information technology equipment approved in 2010/11.

IV. ction to be taken by the General Assembly

36. The actions to be taken by the General Assembly are as follows:

(a) To approve the support account requirements in the amount of 315,362,400 for the 12-month period from 1 July 2011 to 30 June 2012;

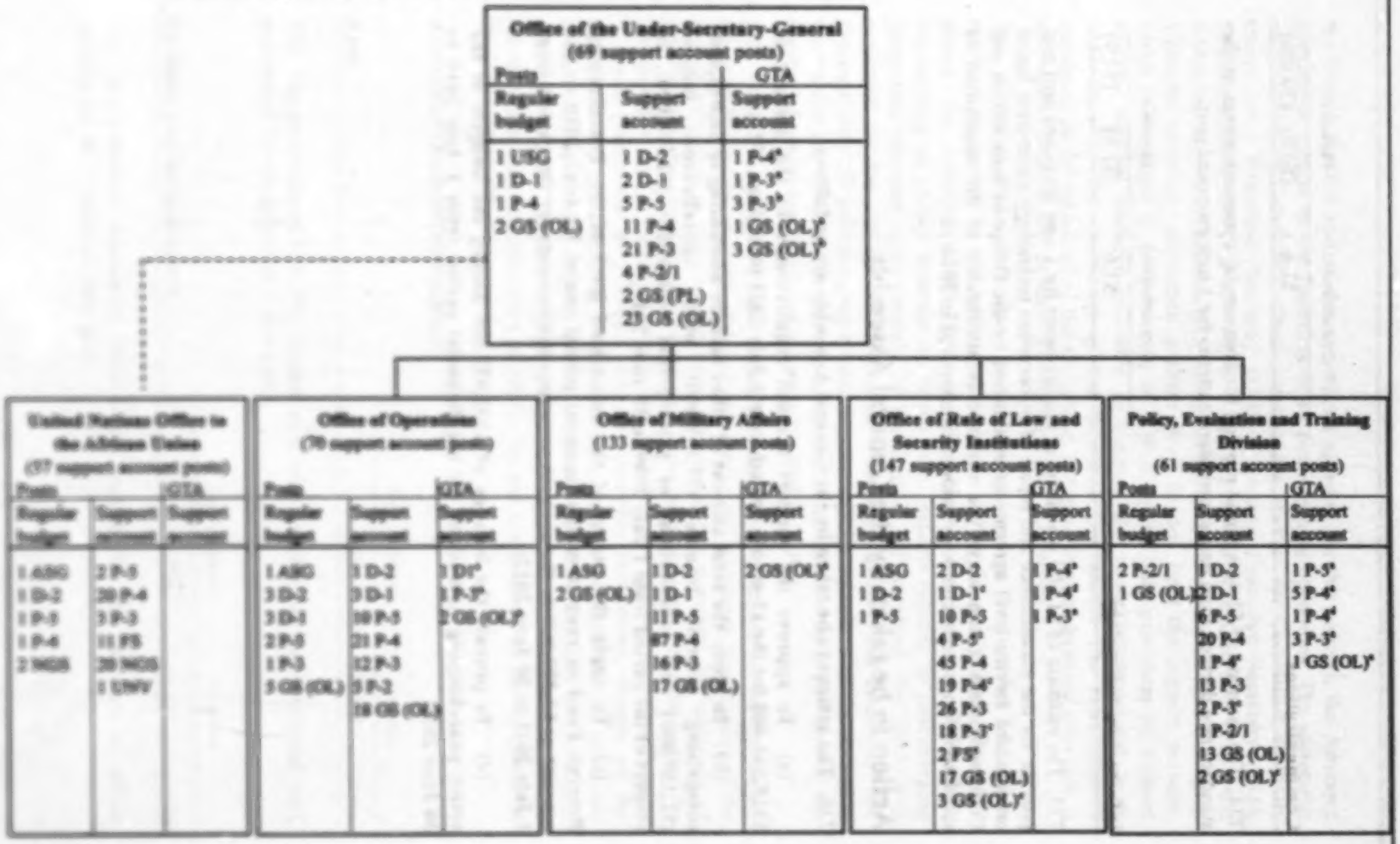
(b) To apply the total amount of other income amounting to $6,048,000, omprising interest income ($2,161,000), other miscellaneous income $1,359,000) and cancellations of prior-period obligations ($2,528,000), in espect of the period from 1 July 2009 to 30 June 2010;

(c) To apply the excess of the authorized level of the Peacekeeping eserve Fund in respect of the financial period ended 30 June 2010 in the mount of $3,377,000 to the support account requirements for the period from July 2011 to 30 June 2012;

(d) To prorate the balance of $305,937,400 among the budgets of the ctive peacekeeping operations for the financial period from 1 July 2010 to 0 June 2011.

Annex I

Proposed staffing of the Department of Peacekeeping Operations for the period from 1 July 2011 to 30 June 2012



Office of the Under-Secretary-General
(69 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG 1 D-1 1 P-4 2 GS (OL)	1 D-2 2 D-1 5 P-5 11 P-4 21 P-3 4 P-2/1 2 GS (PL) 23 GS (OL)	1 P-4[a] 1 P-3[a] 3 P-3[b] 1 GS (OL)[a] 3 GS (OL)[b]

United Nations Office to the African Union
(57 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG 1 D-2 1 P-5 1 P-4 2 NGS	2 P-5 20 P-4 3 P-3 11 FS 20 NGS 1 UNV	

Office of Operations
(70 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG 3 D-2 3 D-1 2 P-5 1 P-3 5 GS (OL)	1 D-2 3 D-1 10 P-5 21 P-4 12 P-3 5 P-2 18 GS (OL)	1 D1[a] 1 P-3[a] 2 GS (OL)[a]

Office of Military Affairs
(133 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG 2 GS (OL)	1 D-2 1 D-1 11 P-5 87 P-4 16 P-3 17 GS (OL)	2 GS (OL)[a]

Office of Rule of Law and Security Institutions
(147 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG 1 D-2 1 P-5	2 D-2 1 D-1[c] 10 P-5 4 P-5[c] 45 P-4 19 P-4[c] 26 P-3 18 P-3[c] 2 FS[c] 17 GS (OL) 3 GS (OL)[c]	1 P-4[a] 1 P-4[d] 1 P-3[a]

Policy, Evaluation and Training Division
(61 support account posts)

Posts		GTA
Regular budget	Support account	Support account
2 P-2/1 1 GS (OL)	1 D-2 2 D-1 6 P-5 20 P-4 1 P-4[c] 13 P-3 2 P-3[c] 1 P-2/1 13 GS (OL) 2 GS (OL)[c]	1 P-5[a] 5 P-4[a] 1 P-4[d] 3 P-3[a] 1 GS (OL)[a]

[a] Continuation of GTA.

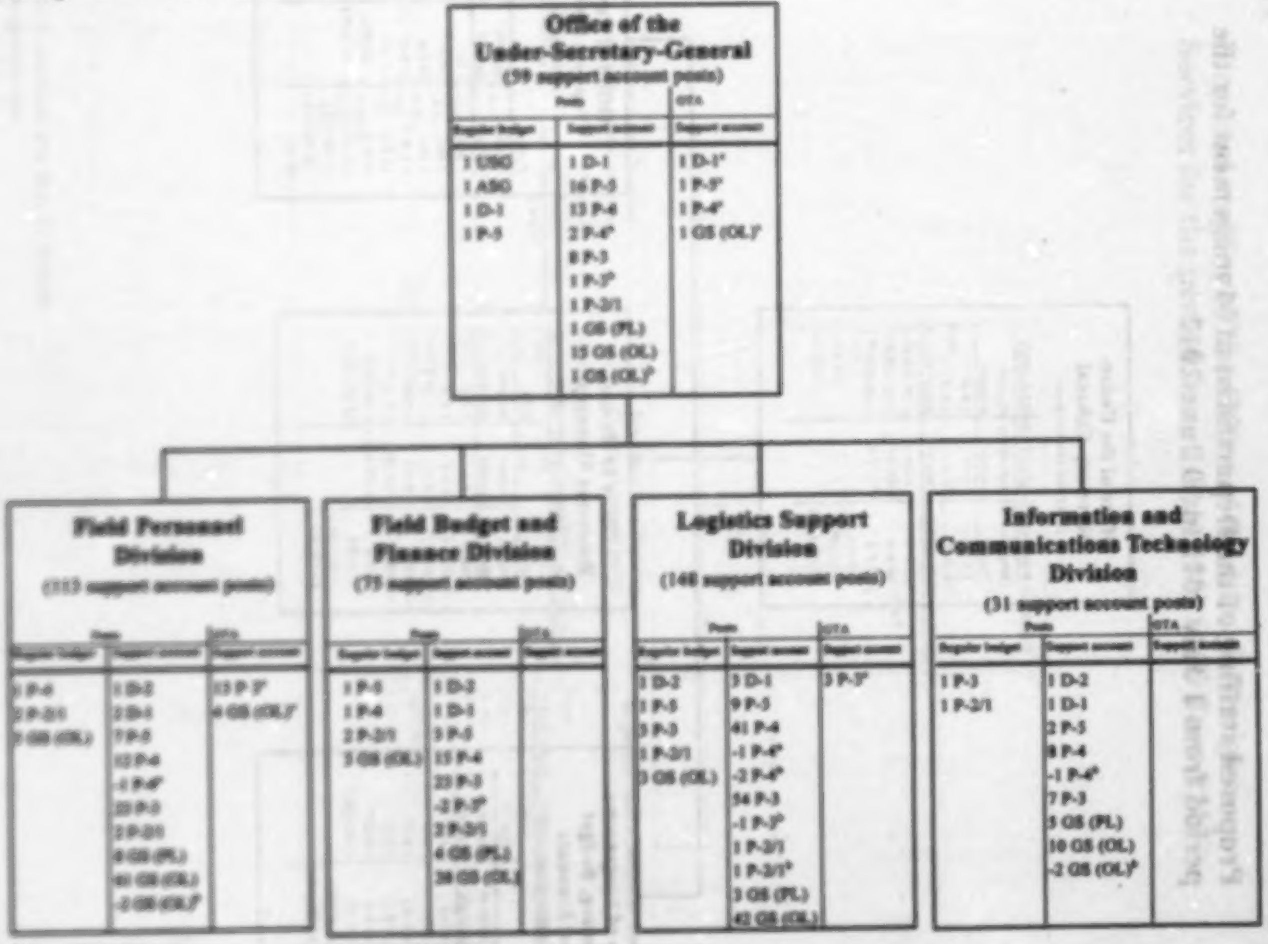
[b] GTA positions less than 12 months.

[c] Redeployment.

[d] New GTA.

Annex II

Proposed staffing of the Department of Field Support for the period from 1 July 2011 to 30 June 2012



Office of the Under-Secretary-General
(59 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG 1 ASG 1 D-1 1 P-5	1 D-1 16 P-5 13 P-4 2 P-4[a] 8 P-3 1 P-3[b] 1 P-2/1 1 GS (PL) 15 GS (OL) 1 GS (OL)[b]	1 D-1[c] 1 P-5[c] 1 P-4[c] 1 GS (OL)[c]

Field Personnel Division
(113 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 P-4 2 P-2/1 3 GS (OL)	1 D-2 2 D-1 7 P-5 12 P-4 -1 P-4[a] 23 P-3 2 P-2/1 6 GS (PL) 61 GS (OL) -2 GS (OL)[b]	13 P-3[c] 4 GS (OL)[c]

Field Budget and Finance Division
(75 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 P-5 1 P-4 2 P-2/1 3 GS (OL)	1 D-2 1 D-1 3 P-5 15 P-4 23 P-3 -2 P-3[b] 2 P-2/1 4 GS (PL) 28 GS (OL)	

Logistics Support Division
(148 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 1 P-5 3 P-3 1 P-2/1 3 GS (OL)	3 D-1 9 P-5 41 P-4 -1 P-4[a] -2 P-4[b] 54 P-3 -1 P-3[b] 1 P-2/1 1 P-2/1[a] 3 GS (PL) 42 GS (OL)	3 P-3[c]

Information and Communications Technology Division
(31 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 P-3 1 P-2/1	1 D-2 1 D-1 2 P-5 8 P-4 -1 P-4[a] 7 P-3 5 GS (PL) 10 GS (OL) -2 GS (OL)[b]	

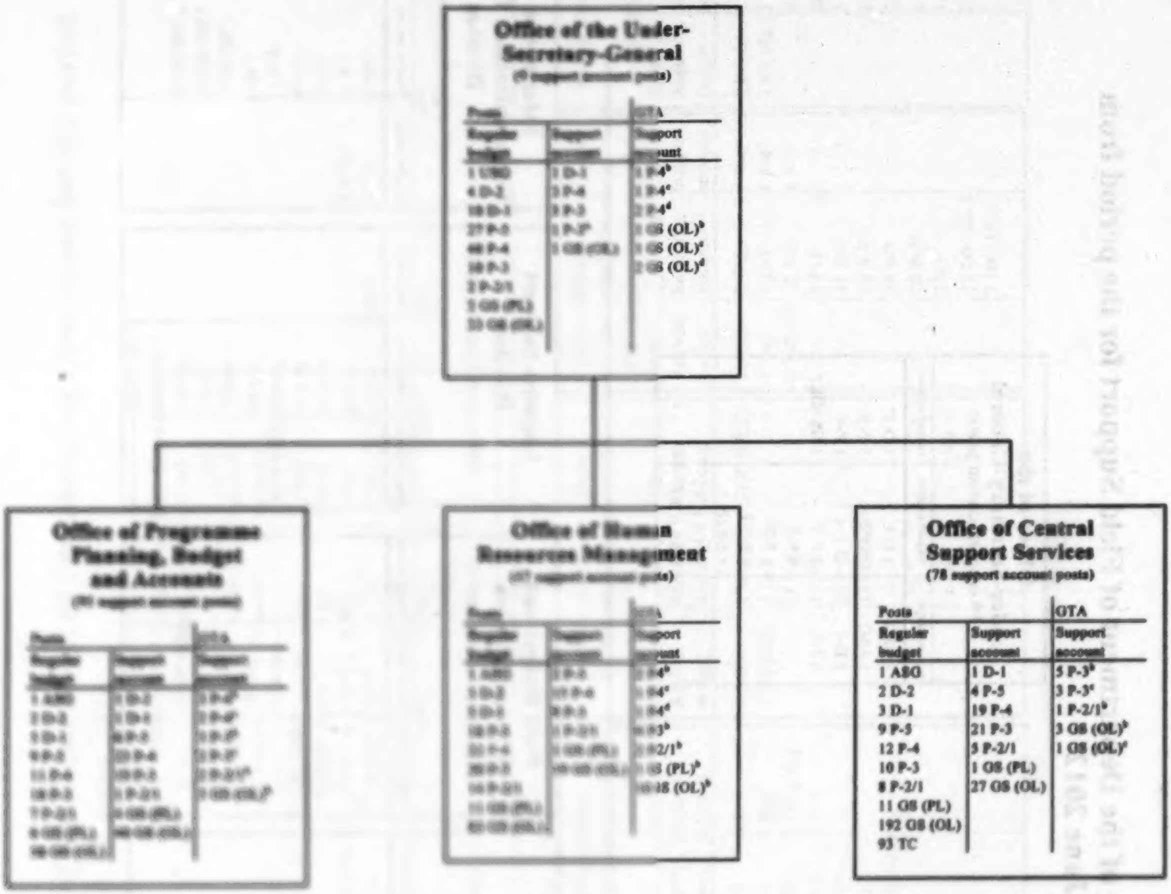
[a] Reassignment.

[b] Redeployment.

[c] Continuation of GTA.

Annex III

Proposed staffing of the Department of Management for the period from 1 July 2011 to 30 June 2012



Office of the Under-Secretary-General
(9 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG	1 D-1	1 P-4[b]
4 D-2	3 P-4	1 P-4[c]
10 D-1	3 P-3	2 P-4[d]
27 P-5	1 P-2[b]	1 GS (OL)[b]
46 P-4	1 GS (OL)	1 GS (OL)[c]
10 P-3		2 GS (OL)[d]
2 P-2/1		
5 GS (PL)		
33 GS (OL)		

Office of Programme Planning, Budget and Accounts
([illegible] support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG	1 D-2	1 P-4[b]
2 D-2	1 D-1	2 P-4[c]
5 D-1	8 P-5	1 P-3[b]
9 P-5	23 P-4	2 P-3[c]
11 P-4	19 P-3	2 P-2/1[c]
18 P-3	5 P-2/1	3 GS (OL)[b]
7 P-2/1	6 GS (PL)	
6 GS (PL)	46 GS (OL)	
98 GS (OL)		

Office of Human Resources Management
(47 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG	1 P-5	1 P-4[b]
3 D-2	17 P-4	1 P-4[c]
3 D-1	8 P-3	1 P-4[d]
18 P-5	1 P-2/1	9 P-3[b]
22 P-4	1 GS (PL)	3 P-2/1[b]
20 P-3	19 GS (OL)	1 GS (PL)[b]
16 P-2/1		10 GS (OL)[b]
11 GS (PL)		
83 GS (OL)		

Office of Central Support Services
(78 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG	1 D-1	5 P-3[b]
2 D-2	4 P-5	3 P-3[c]
3 D-1	19 P-4	1 P-2/1[b]
9 P-5	21 P-3	3 GS (OL)[b]
12 P-4	5 P-2/1	1 GS (OL)[c]
10 P-3	1 GS (PL)	
8 P-2/1	27 GS (OL)	
11 GS (PL)		
192 GS (OL)		
93 TC		

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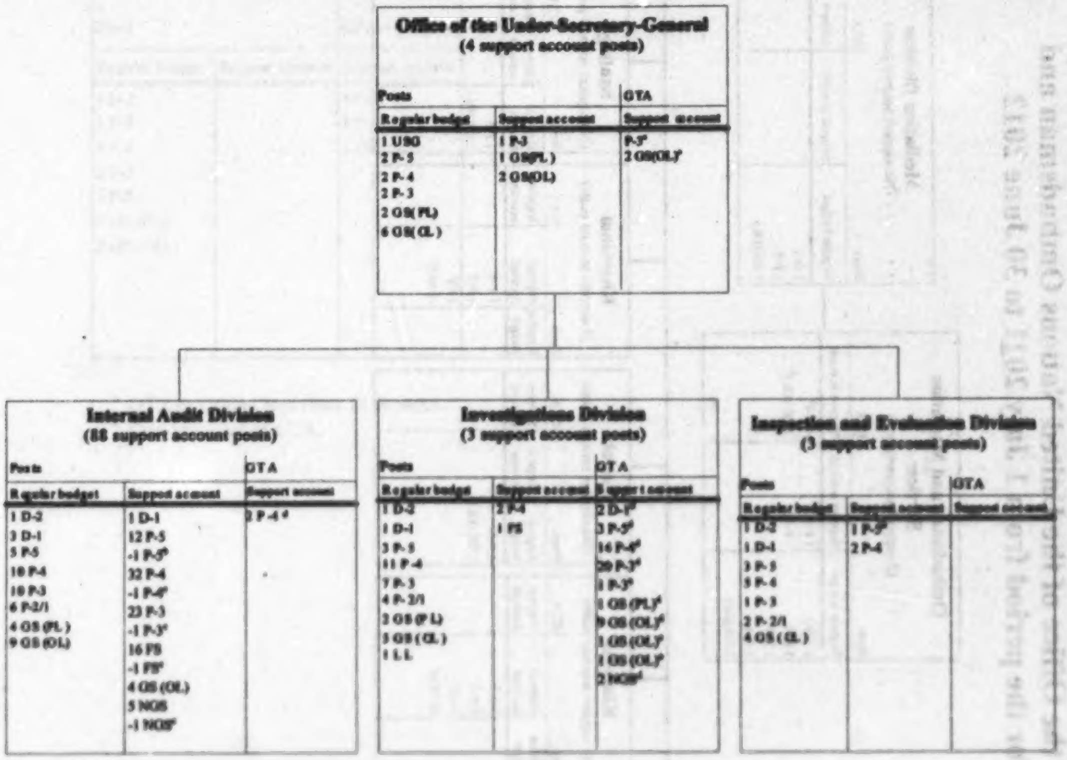
[a] Establishment.
[b] Continuation of GTA.
[c] New GTA.
[d] GTA positions less than 12 months.

Annex IV

Proposed staffing of the Office of Internal Oversight Services for the period from 1 July 2011 to 30 June 2012



Office of the Under-Secretary-General
(4 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG 2 P-5 2 P-4 2 P-3 2 GS (PL) 6 GS (OL)	1 P-3 1 GS (PL) 2 GS (OL)	P-3[a] 2 GS (OL)[a]

Internal Audit Division
(88 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 3 D-1 5 P-5 10 P-4 10 P-3 6 P-2/1 4 GS (PL) 9 GS (OL)	1 D-1 12 P-5 -1 P-5[b] 32 P-4 -1 P-4[c] 23 P-3 -1 P-3[c] 16 FS -1 FS[c] 4 GS (OL) 5 NGS -1 NGS[c]	2 P-4[d]

Investigations Division
(3 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 1 D-1 3 P-5 11 P-4 7 P-3 4 P-2/1 2 GS (PL) 5 GS (OL) 1 LL	2 P-4 1 FS	2 D-1[d] 3 P-5[d] 16 P-4[d] 20 P-3[d] 1 P-3[e] 1 GS (PL)[d] 9 GS (OL)[d] 1 GS (OL)[e] 1 GS (OL)[a] 2 NGS[d]

Inspection and Evaluation Division
(3 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 1 D-1 3 P-5 5 P-4 1 P-3 2 P-2/1 4 GS (OL)	1 P-5[b] 2 P-4	

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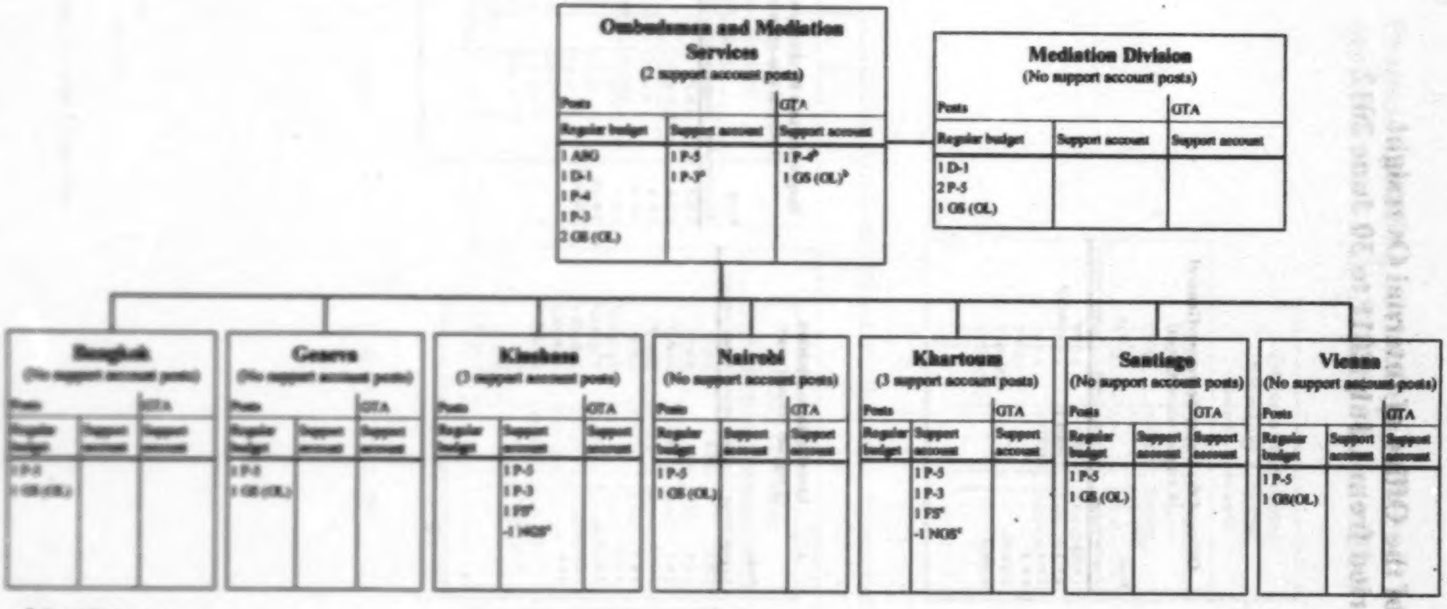
[a] GTA positions less than 12 months.
[b] Reassignment.
[c] Abolishment.
[d] Continuation of GTA.
[e] New GTA.

Annex V

Proposed staffing of the Office of the United Nations Ombudsman and Mediation Services for the period from 1 July 2011 to 30 June 2012


Ombudsman and Mediation Services
(2 support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 ASG
1 D-1
1 P-4
1 P-3
2 GS (OL)
1 P-5
1 P-3[c]
1 P-4[b]
1 GS (OL)[b]
Mediation Division
(No support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 D-1
2 P-5
1 GS (OL)
Bangkok
(No support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 P-5
1 GS (OL)
Geneva
(No support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 P-5
1 GS (OL)
Kinshasa
(3 support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 P-5
1 P-3
1 FS[a]
-1 NGS[c]
Nairobi
(No support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 P-5
1 GS (OL)
Khartoum
(3 support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 P-5
1 P-3
1 FS[a]
-1 NGS[c]
Santiago
(No support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 P-5
1 GS (OL)
Vienna
(No support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 P-5
1 GS(OL)

[a] Establishment.

[b] Continuation of GTA.

[c] Reclassification.

Annex VI

Proposed staffing of the Ethics Office for the period from 1 July 2011 to 30 June 2012

Ethics Office
(No support account posts)

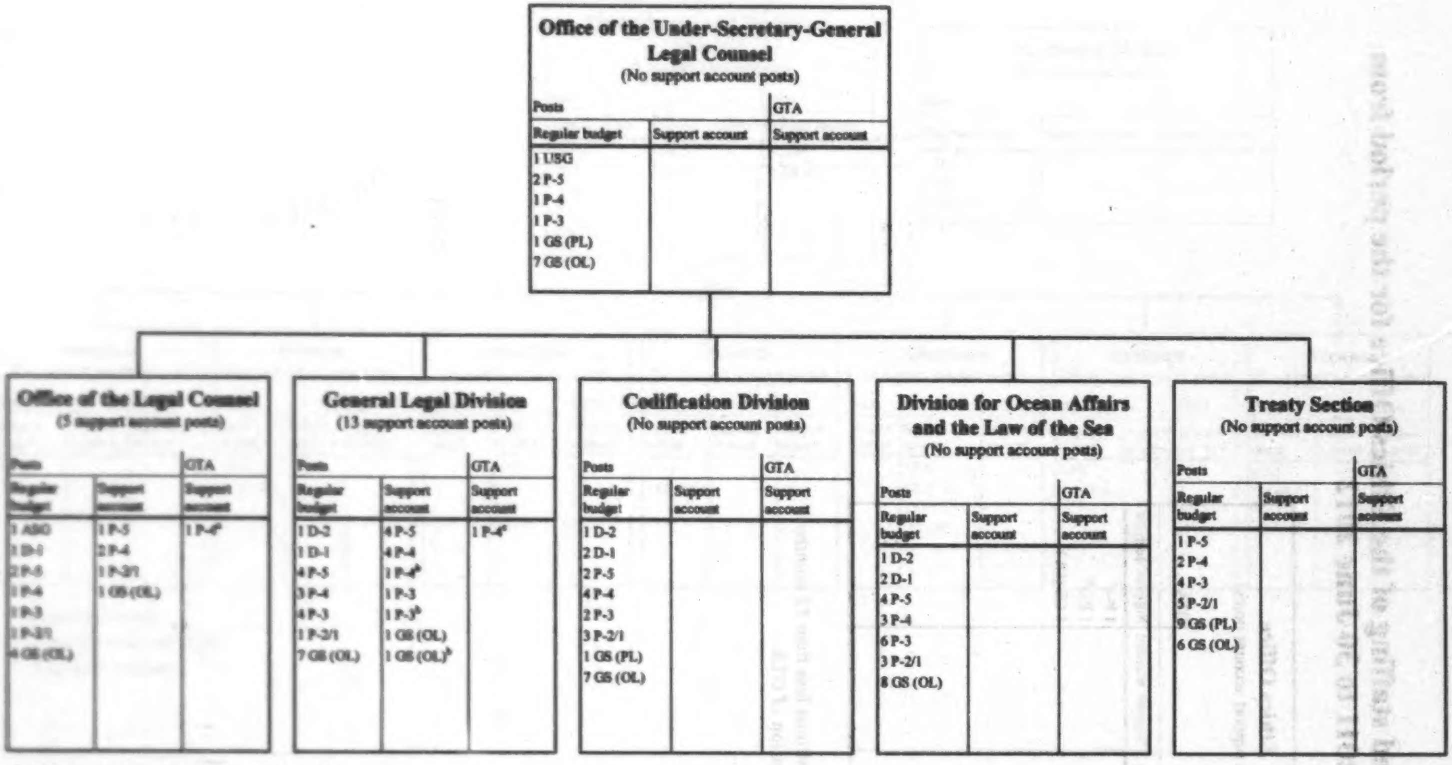
Posts		GTA
Regular budget	Support account	Support account
1 D-2 1 P-5 1 P-4 2 P-3 1 P-2 1 GS (PL) 2 GS (OL)		1 P-4[a] 1 P-3[b] 1 GS (OL)[a]

[a] GTA positions less than 12 months.

[b] Continuation of GTA.

Annex VII

Proposed staffing of the Office of Legal Affairs for the period from 1 July 2011 to 30 June 2012



Office of the Under-Secretary-General Legal Counsel
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG 2 P-5 1 P-4 1 P-3 1 GS (PL) 7 GS (OL)		

Office of the Legal Counsel
(5 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG 1 D-1 2 P-5 1 P-4 1 P-3 1 P-2/1 4 GS (OL)	1 P-5 2 P-4 1 P-2/1 1 GS (OL)	1 P-4[c]

General Legal Division
(13 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 1 D-1 4 P-5 3 P-4 4 P-3 1 P-2/1 7 GS (OL)	4 P-5 4 P-4 1 P-4[b] 1 P-3 1 P-3[b] 1 GS (OL) 1 GS (OL)[b]	1 P-4[c]

Codification Division
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 2 D-1 2 P-5 4 P-4 2 P-3 3 P-2/1 1 GS (PL) 7 GS (OL)		

Division for Ocean Affairs and the Law of the Sea
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 2 D-1 4 P-5 3 P-4 6 P-3 3 P-2/1 8 GS (OL)		

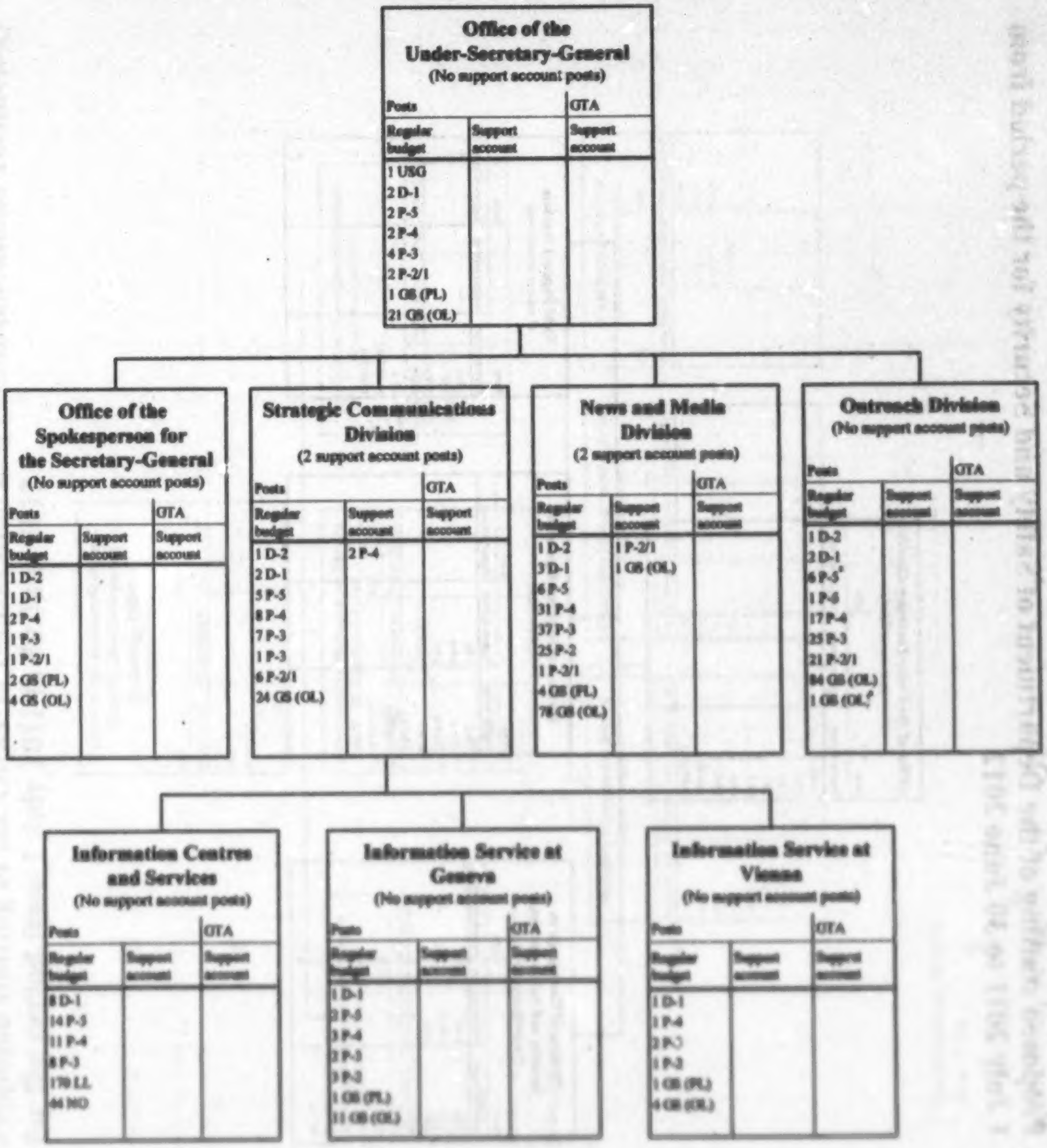
Treaty Section
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 P-5 2 P-4 4 P-3 5 P-2/1 9 GS (PL) 6 GS (OL)		

[a] GTA positions less than 12 months.
[b] Establishment.
[c] Continuation of GTA.

Annex VIII

Proposed staffing of the Department of Public Information for the period from 1 July 2011 to 30 June 2012



Office of the Under-Secretary-General
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG 2 D-1 2 P-5 2 P-4 4 P-3 2 P-2/1 1 GS (PL) 21 GS (OL)		

Office of the Spokesperson for the Secretary-General
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 1 D-1 2 P-4 1 P-3 1 P-2/1 2 GS (PL) 4 GS (OL)		

Strategic Communications Division
(2 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 2 D-1 5 P-5 8 P-4 7 P-3 1 P-3 6 P-2/1 24 GS (OL)	2 P-4	

News and Media Division
(2 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 3 D-1 6 P-5 31 P-4 37 P-3 25 P-2 1 P-2/1 4 GS (PL) 78 GS (OL)	1 P-2/1 1 GS (OL)	

Outreach Division
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 2 D-1 6 P-5[a] 1 P-4 17 P-4 25 P-3 21 P-2/1 84 GS (OL) 1 GS (OL)[a]		

Information Centres and Services
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
8 D-1 14 P-5 11 P-4 8 P-3 170 LL 44 NO		

Information Service at Geneva
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-1 2 P-5 3 P-4 2 P-3 3 P-2 1 GS (PL) 11 GS (OL)		

Information Service at Vienna
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-1 1 P-4 2 P-3 1 P-2 1 GS (PL) 4 GS (OL)		

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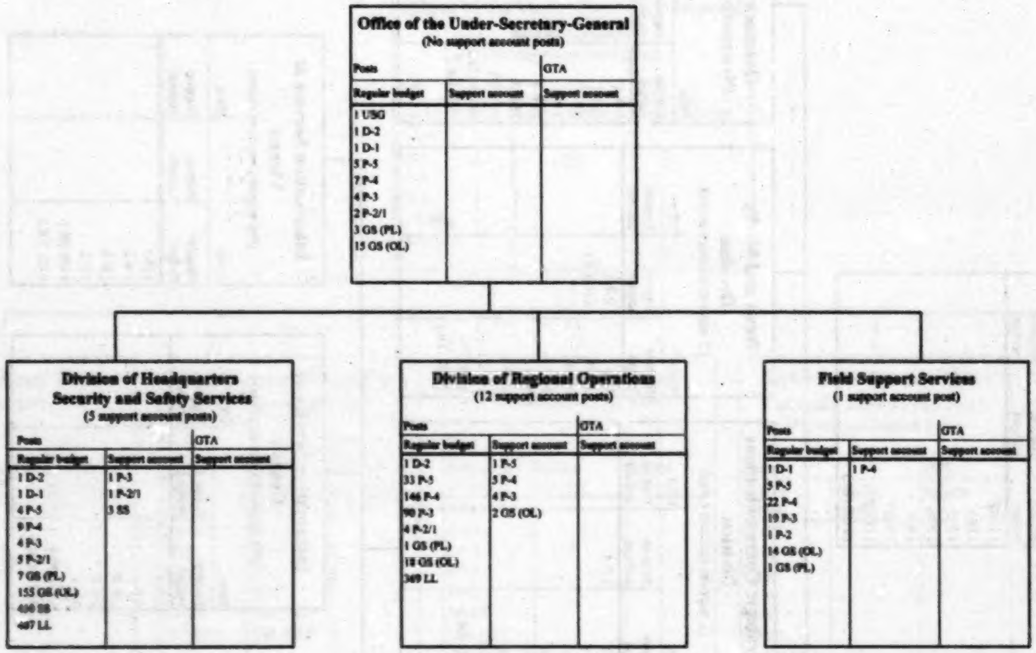
[a] Redeployment.

Annex IX

Proposed staffing of the Department of Safety and Security for the period from 1 July 2011 to 30 June 2012



Office of the Under-Secretary-General
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG 1 D-2 1 D-1 5 P-5 7 P-4 4 P-3 2 P-2/1 3 GS (PL) 15 GS (OL)		

Division of Headquarters Security and Safety Services
(5 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 1 D-1 4 P-5 9 P-4 4 P-3 5 P-2/1 7 GS (PL) 155 GS (OL) 400 SS 487 LL	1 P-3 1 P-2/1 3 SS	

Division of Regional Operations
(12 support account posts)

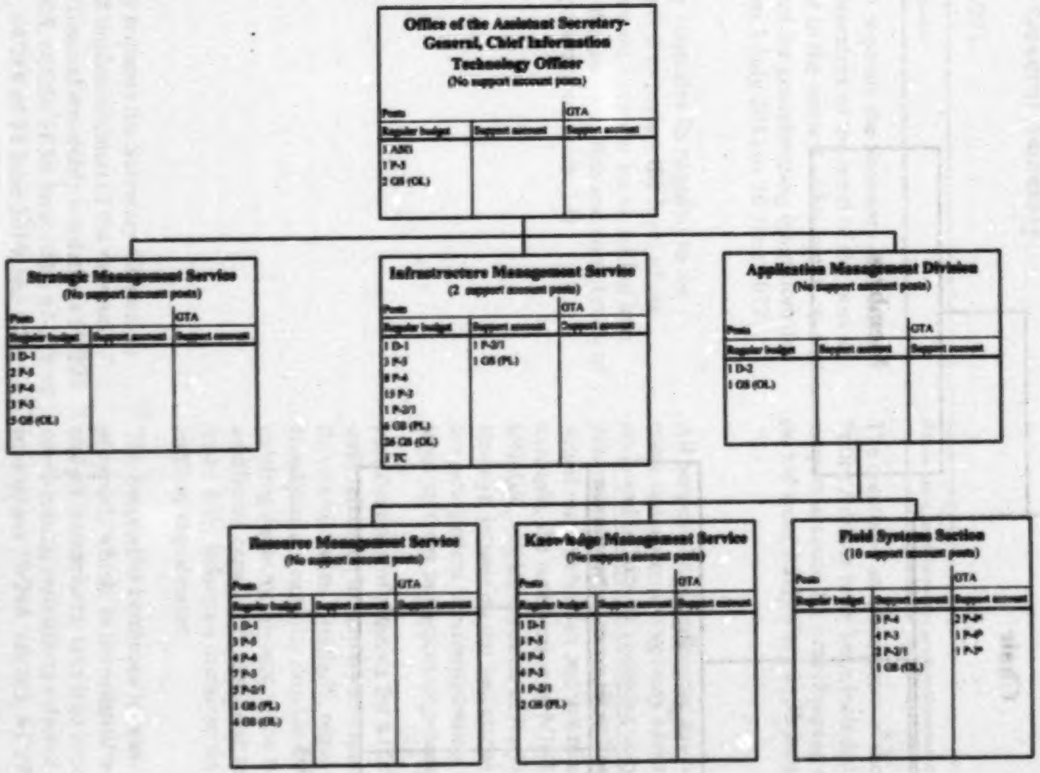
Posts		GTA
Regular budget	Support account	Support account
1 D-2 33 P-5 146 P-4 90 P-3 4 P-2/1 1 GS (PL) 18 GS (OL) 369 LL	1 P-5 5 P-4 4 P-3 2 GS (OL)	

Field Support Services
(1 support account post)

Posts		GTA
Regular budget	Support account	Support account
1 D-1 5 P-5 22 P-4 19 P-3 1 P-2 14 GS (OL) 1 GS (PL)	1 P-4	

Annex X

Proposed staffing of the Office of Information and Communications Technology for the period from 1 July 2011 to 30 June 2012

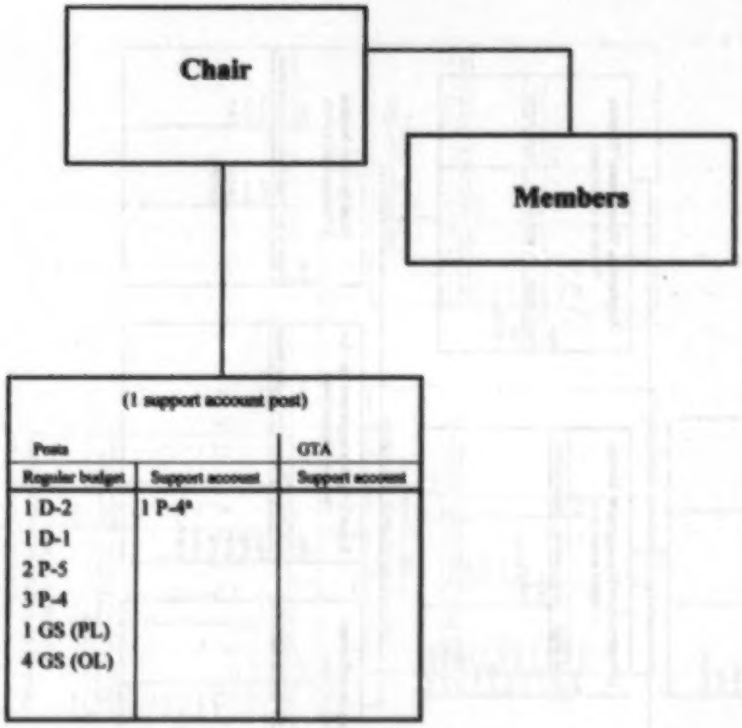

Office of the Assistant Secretary-General, Chief Information Technology Officer
(No support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 ASG
1 P-3
2 GS (OL)
Strategic Management Service
(No support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 D-1
2 P-5
5 P-4
3 P-3
5 GS (OL)
Infrastructure Management Service
(2 support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 D-1
3 P-5
8 P-4
15 P-3
1 P-2/1
6 GS (PL)
26 GS (OL)
1 TC
1 P-2/1
1 GS (PL)
Application Management Division
(No support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 D-2
1 GS (OL)
Resource Management Service
(No support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 D-1
3 P-5
4 P-4
7 P-3
2 P-2/1
1 GS (PL)
4 GS (OL)
Knowledge Management Service
(No support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 D-1
3 P-5
4 P-4
4 P-3
1 P-2/1
2 GS (PL)
Field Systems Section
(10 support account posts)
Posts
GTA
Regular budget
Support account
Support account
3 P-4
4 P-3
2 P-2/1
1 GS (OL)
2 P-4[a]
1 P-4[b]
1 P-3[b]

[a] Continuation of GTA.

[b] New GTA.

Annex XI

Proposed staffing of the Advisory Committee on Administrative and Budgetary Questions secretariat for the period from 1 July 2011 to 30 June 2012



(1 support account post)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 1 D-1 2 P-5 3 P-4 1 GS (PL) 4 GS (OL)	1 P-4[a]	

[a] Conversion.

Annex XII

Summary of follow-up action taken to implement requests made by the General Assembly in its resolution 64/271 and requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly, and of the United Nations Board of Auditors

A. General Assembly

Resolution 64/271

Request/recommendation	*Action taken to implement request/recommendation*
The Assembly requests the Secretary-General to include an assessment of the level of the post of Police Adviser in the context of his report on the support account for peacekeeping operations for the period from 1 July 2011 to 30 June 2012 (para. 12)	**The results of an assessment of the level of the post of Police Adviser have been included in the report on the support account for peacekeeping operations for the period from 1 July 2011 to 30 June 2012**
The Assembly reiterates its requests to the Secretary-General to review the level of the support account on a regular basis, taking into consideration the number, size and complexity of peacekeeping operations (para. 14)	**All proposed and continuing support account funded posts and general temporary assistance positions are reviewed in light of changing operational requirements in peacekeeping operations, distribution of workload and actual responsibilities and functions performed (for example, the termination of MINURCAT, downsizing of UNMIK, implementation of the DFS global field support strategy, impact on the Secretariat workload as a result of the new system of administration of justice, demand for legal services in support of peacekeeping activities)** **Justifications of requests for additional posts are made with reference to actual and expected workload drivers/statistics. Similarly, requests for additional Headquarters capacity provide information on the existing capacity devoted to the function for which the additional capacity is requested to enable the Assembly to make fully informed decisions on the support account staffing requirements**
The Assembly requests the Secretary-General to ensure the full implementation of the relevant provisions of General Assembly resolutions 59/296 of 22 June 2005, 60/266 of 30 June 2006, 61/276 of 29 June 2007, 64/269 of 24 June 2010, and other relevant resolutions (para. 15)	**The Secretariat continues to make efforts to submit proposals which, in accordance with the Controller's budget instructions, take into account the applicable cross-cutting resolutions referred to in Assembly resolutions 59/296, 60/266, 61/276 and 64/269**

Request/recommendation	*Action taken to implement request/recommendation*
The Assembly recalls its request to the Secretary-General in section III, paragraph 3, of its resolution 61/275 of 29 June 2007 (para. 17)	A revised funding arrangement for OIOS is currently under review by the Secretary-General

B. Advisory Committee on Administrative and Budgetary Questions

(A/64/753)

Request/recommendation	*Action taken to implement request/recommendation*
Additional work is required to ensure uniformity in the presentation for all offices. In addition, where general temporary assistance is requested to supplement functions for which additional posts are proposed, the relevant information and more substantive justification should be provided (see A/64/660, para. 48, and para. 45 below) (para. 4)	The Secretary-General aims to streamline and ensure harmonization of presentation, while presenting the individual characteristics of each department
The Advisory Committee reiterates that the presentation for non-post resources should indicate clearly what is expected to be achieved, proposed changes as compared with previous requests, or reasons for the related variances. Objectives, expected accomplishments and indicators of achievement should constitute the principal reference point and linkage justifying the resources proposed (para. 5)	The Secretary-General's proposal indicates what is expected to be achieved, proposed changes as compared with previous requests, or reasons for the related variances
While the Advisory Committee appreciates the information, it is of the view that the presentation should be improved so that initiatives to be implemented over the course of a number of years are identified as such, indicating what has been achieved thus far, what is still expected to be achieved and a time frame for completion. A summary of the costs involved and a clear statement of expected efficiency gains should also be included. In addition, in the case of projects, the different entities involved in implementing and completing the project should be clearly identified. In the latter case, rather than simply focusing on outputs, more emphasis should be placed on and analysis provided of the effectiveness of the functions performed or their impact in supporting peacekeeping operations (para. 6)	The Secretary-General has made efforts to address all the requests of the Committee with regard to the presentation of the report on the support account for peacekeeping operations for the period from 1 July 2011 to 30 June 2012. For example, the Secretariat has made efforts to improve the presentation with regard to information and communications technology proposals and consultancy proposals, to provide information about the phases of projects that have a life cycle beyond one period and associated costs. Where possible and available, time frames have been indicated. The results-based-budgeting frameworks constitute the principal reference point and linkage to justify resource proposals while striking a balance with requests from the Committee to minimize the level of detailed information provided

Request/recommendation	*Action taken to implement request/recommendation*
While the Committee does not necessarily question the location of an activity or function, since a particular location may offer greater efficiency or allow for a better response to specific requirements, it stresses the need for a clear and transparent presentation and disclosure of the totality of resources allocated for specific functions and for support of peacekeeping operations as a whole, as well as accountability involved. For example, some of the resources previously provided in the support account budget are now proposed in the budget of UNLB (see A/64/660, para. 26, and A/64/660/Add.12) (para. 8)	To address the concern of the Committee, the report on the support account for peacekeeping operations for the period from 1 July 2011 to 30 June 2012 includes a proposal to transfer the budgetary resources regarding the standing police capacity, standing justice and corrections capacity and civilian predeployment training team, which are support functions located at UNLB (tenant units) backstopping the field that nonetheless report to the Department of Peacekeeping Operations at Headquarters, from the budget of UNLB to the support account for peacekeeping operations. Furthermore, the introduction of the report includes a change in presentation in order to reflect the proportion of the support account combined with UNLB as a percentage of peacekeeping operations
The Advisory Committee notes that the Committee on Peacekeeping Operations has requested that a report be provided no later than the end of 2010 on the implementation of the integrated operational teams (see A/64/19, para. 29). The Advisory Committee is of the view that the report should address concerns related to the inherent rigidities of application of the concept and provide further evaluation and clarification as to the role, functions and composition of the integrated operational teams. It should also provide clarification concerning the division of labour and responsibilities within the Secretariat and on coordination and reporting mechanisms in order to ensure consistency and complementarity of effort (para. 15)	The report on integrated operational teams was submitted to the Special Committee on Peacekeeping Operations in December 2010 (A/65/669)
The Under-Secretary-General for Peacekeeping Operations, in his remarks of 22 March 2010 to the Advisory Committee, referred to the linkages between peacekeeping and peacebuilding and the various roles undertaken by peacekeeping operations in the process. These may include the direct delivery on peacebuilding tasks such as disarmament, demobilization and reintegration, mine action, police, corrections, justice and security sector reform and, at times and as mandated, the provision of support to critical areas where others are in the lead, such as socio-economic recovery. The Advisory Committee was informed that the Department of Peacekeeping Operations was developing a strategy to guide the identification, prioritization and sequencing of critical early peacebuilding tasks to be undertaken by peacekeepers and was refining its thinking on exit	Consultations on an early peacebuilding strategy for peacekeepers engaged in rule of law and security-related mandated tasks are under way with field operations, leadership from past and current peace operations, representatives of DPA, the Peacebuilding Support Office, OHCHR and UNDP, and Member States. The strategy, which focuses on police, justice, corrections, demilitarization, demobilization and reintegration, security sector reform and mine action activities, is intended to help missions establish priorities for implementing complex mandates and sequencing their activities in these critical areas. The results of the consultancies will be conveyed to the Special Committee on Peacekeeping Operations in the first quarter of 2011. The briefing to the Special Committee will include the strategy, as well as the provision of support to other critical areas where others may lead, such as socio-economic recovery. With regard to transitions, a

Request/recommendation	*Action taken to implement request/recommendation*
and transition from peacekeeping. In this connection, the Committee notes that the Secretary-General has proposed resources under the 2010/11 budget for the support account for a six-month consultancy to coordinate the consultative process and undertake the analysis required to finalize this strategy. The Committee expects that all concerned stakeholders will be engaged in the deliberative process and that the Secretary-General will convey the results of the consultancy to the General Assembly (para. 17)	**discussion paper is being finalized and a transition workshop was held to capture lessons learned and inform transition strategies. With regard to the peacekeeping-peacebuilding nexus as an overarching theme, a paper has been drafted and circulated to all members of the Special Committee outlining the three critical key roles of peacekeeping in peacebuilding**
The Advisory Committee does not object to the Secretary-General's proposal for the engagement of an independent external management expert for this purpose and requests that the results be reported to the General Assembly (see para. 126 below) (para. 19)	**The Secretariat has commissioned a study to develop a conceptual staffing model for the support account by external management consultants. The findings of the study are summarized in the present report (chap. I., sect. H)**
The Advisory Committee notes that the impact of information and communications technology initiatives, including related business process improvements, requested by the General Assembly in paragraph 28 (f) of its resolution 63/287, will be addressed in the comprehensive review of those capacities throughout the Secretariat and that a report thereon will be submitted to the General Assembly at its sixty-fifth session. In addition, with regard to the request in paragraph 28 (g) of resolution 63/287 for information on the outcome of business process improvements, the report indicates that the Secretariat has introduced the business process improvement capacity-building programme, which incorporates Lean Six Sigma methodologies to develop a culture of continuous business improvements. The first phase of the capacity-building programme has been implemented, and the second phase is nearing completion. A status update and an evaluation of the impact of the programme should be provided in the context of the next support account budget submission (para. 21)	**As part of continued efforts to optimize the use of resources and improve the efficiency of business processes, including improved coordination, the Departments of Peacekeeping Operations, Field Support and Management collaborated on the completion of 10 business process improvement projects during the reporting period. Project leaders were certified in business process improvement methodologies. The process improvement projects included: contingent-owned equipment reimbursement, designation, upgrading of field financial systems, troop strength reporting, voluntary trust fund assistance, guidance approval and publication, national competitive examinations, medical sick leave certification and requests for services** **At the time of writing, an evaluation has not been conducted by DPKO/DFS or the Department of Management, although an ongoing return on investment study is being undertaken. The status of the programme has been conveyed through the responses to the Committee contained in the overview report for the period from 1 July 2011 to 30 June 2012, submitted on 14 February 2011**

uest/recommendation	Action taken to implement request/recommendation
e Advisory Committee notes the factors derlying the underexpenditures and urges the ntinued application of prudent judgment in the lization of resources (para. 29)	The Secretary-General continues to analyse the factors/main drivers that resulted in underexpenditure in past periods, most recently in the context of the 2009/10 performance period. The proposals included in the report on the support account for peacekeeping operations for the period from 1 July 2011 to 30 June 2012 have been made while taking into account the findings made during the review of the 2009/10 performance period. The implementation rate has improved in 2009/10 to 98.7, from 96.3 in 2008/09
e Advisory Committee notes that the increase in sources for general temporary assistance 4,298,700, or 21.9 per cent), reflects the ntinuation of positions approved for 2009/10 for hich lower vacancy rates are applied (see para. 41 ove) and the proposed establishment of 30 new sitions. The Committee emphasizes that the iteria for general temporary assistance funding ould be adhered to, namely, that it should be used exceptional and/or peak workload circumstances for replacement of staff on maternity or sick leave ee A/63/841, para. 56). General temporary sistance funding should not be sought for functions a continuing nature or for long periods. Requests ould not be resubmitted repeatedly, nor should commendations in favour of such funding for a ecific period necessarily lead to the expectation of nversion to a post for the next budget period. The ommittee referred to this matter in the context of oss-cutting issues in its general report on the ministrative and budgetary aspects of the nancing of United Nations peacekeeping operations ee A/64/660, para. 48) (para. 45)	The requirements for continuing temporary positions requested in the present report have been carefully analysed in accordance with the recommendation of the Committee. They have been reviewed in terms of changing operational requirements, distribution of workload and actual responsibilities and functions performed
e Advisory Committee notes that several of the w posts or positions proposed in the various ffices of the Department of Management are stified on the basis of the surge in peacekeeping erations and appear to be based on the assumption continued growth of peacekeeping activity at the me pace as in past years. The Committee points t that the surge in the volume of peacekeeping tivity has been stabilizing, and furthermore, that veral missions are at the drawdown stage. It erefore believes that those assumptions should be viewed. The Committee also considers that the fects of the improved or new information systems at have been implemented in recent years, as well	The Secretariat has fully taken note of the views of the Committee and has strived to more clearly identify whether additional functions represent new activities within the organizational unit and/or whether they are being transferred from another section/unit within the respective Department or Office. In this regard, the Secretariat now provides detailed information on how the internal redeployment or realignment of resources can meet changing operational requirements and the resulting impact on distribution of workload. For the 2011/12 budget period, additional posts are almost solely proposed to meet the requirements of the new system of administration of justice

Request/recommendation	Action taken to implement request/recommendation
as the impact of the simplification and optimization of business processes in terms of productivity or efficiency gains in areas such as the processing of travel claims, financial transactions, personnel actions and requisitioning of goods and services, should also be taken into account. The Advisory Committee requests that information on any concrete improvements and efficiency gains be provided in the context of the next budget submission. Furthermore, in some cases when additional resources are proposed for a section/unit to cope with new functions, it is important to specify whether the additional functions represent new activities within the organizational unit or whether they are being transferred from another section/unit, in which case, an indication of the reduced workload in the section/unit where they were previously performed should be provided, along with information on possible redeployment of resources (para. 111)	
The Committee was informed that the average vacancy rate during the 2009/10 period in the Internal Audit Division has been 20 per cent, compared to 23 per cent during 2008/09. The Committee was also informed that programme managers have been continuously monitoring the staffing situation, allocating a substantial amount of time for recruiting suitable qualified staff. As a result of these efforts, the vacancy rates of resident auditors in the larger missions have been significantly reduced: 18 per cent in UNAMID (compared to 40 per cent in 2008/09) and 4 per cent in UNMIL (compared to 10 per cent in 2008/09). Some improvement is also reported in UNMIS and MONUC, where vacancy rates amount to 15 and 12 per cent, respectively (compared to 17 and 15 per cent for 2008/09). The Committee recommends that additional efforts be undertaken to recruit suitable candidates (para. 159)	During 2010, the Internal Audit Division made additional efforts to recruit candidates for resident auditor positions. A total of five assessment centres were established in Nairobi and New York to evaluate candidates for P-3, P-4 and P-5 positions. Candidates for all currently vacant posts were identified and recruitment of these candidates is under way

Request/recommendation	Action taken to implement request/recommendation
The amount of $723,900 proposed for consultancy includes the services of a training consultant for the design and delivery of ethics-related training at Headquarters and field missions (tentatively UNMIS, UNAMID, MONUC and UNIFIL) ($50,000) and for services related to the review of staff files in connection with the financial disclosure programme ($673,900). The provision for the latter reflects the lower number of peacekeeping staff estimated to participate in the programme compared to 2009/10. While the Advisory Committee recommends acceptance of the resources proposed, it reiterates that the Ethics Office needs to conclude its study on the possibility of administering the programme internally rather than through consultancy. Information should be provided in the context of the support account submission for 2011/12 (para. 172)	The Ethics Office contracted external consultants to undertake a study on the possibility of administering the programme internally rather than through consultancy. The study was conducted during the 2009/10 period and completed in August 2010. The Secretary-General has established a high-level advisory group to review the external feasibility study and the current arrangements of the financial disclosure programme and to develop a set of recommendations concerning the future directions of the programme. The advisory group is finalizing its recommendations on the future directions of the financial disclosure programme to the Secretary-General for his consideration. Subsequently, the Secretary-General will report to the General Assembly on this matter at its sixty-sixth session in 2011

C. Board of Auditors

(A/64/5, Vol. II)

Recommendation to the Secretary-General	Action taken to implement recommendations
In its previous report (A/63/5 (Vol. II), para. 65), the Board referred to the analysis of the support account and noted that there was no defined formula reflecting the relationship between the level and complexity of the peacekeeping operations and the level of the support account. The Board had recommended that the Administration develop an approach to the determination of support account staffing requirements (para. 56)	A follow-up study has been commissioned to develop an optimum and flexible model of staffing of the peacekeeping support account and a defined formula to be applied in the determination of the appropriate staffing requirements of the Secretariat dedicated to the support of peacekeeping operations deployed in the field, including support for residual tasks related to the closed missions, as well as surge requirements resulting from the establishment by the Security Council of new missions and expansion of the existing missions The findings of the study are summarized in the present report (chap. I, sect. H)
The Board's comments on the study are as follows: (a) the study did not propose any new approach to the determination of support account staffing requirements; (b) in light of the recent restructuring of peacekeeping operations, the backward-looking regression analysis was limited in its usefulness in determining the future staffing requirements of the support account; and (c) as also indicated by the consultants, the analysis was statistics-based, not	See above

Recommendation to the Secretary-General	*Action taken to implement recommendations*
activity-based, therefore "the findings hold true as long as the general trends of the past continue". Owing to the limitations of the study, the Board did not conduct a further analysis, as requested by the Advisory Committee on Administrative and Budgetary Questions. The Board also noted that although the study had been requested by the General Assembly in its resolution 60/268 (in 2006), the five-week study was only completed in February 2009 (para. 58)	
The Board reiterates its previous recommendation that the Office of Internal Oversight Services continue to monitor the workplans of the resident auditors carefully so as to ensure that the audits are executed and finalized in a timely manner (para. 372)	**This recommendation has been implemented and will continue to be implemented in view of its ongoing nature. The Management of the Internal Audit Division conducts monthly monitoring meetings with the resident audit offices to more closely monitor the implementation of the workplans. In addition, the Chief of the Peacekeeping Audit Service monitors implementation of the workplans through regular interaction with the resident auditors**
The Board reiterates its previous recommendation that the Office of Internal Oversight Services ensure that the resident audit offices observe the deadline for issuing audit reports, or revise the estimates of completion times in line with realistic and professional targets (para. 377)	**This recommendation has been implemented and will continue to be implemented in view of its ongoing nature. Chief resident auditors have been instructed to ensure milestones established at the initial planning stage are realistic and that they are achieved. In addition, deadlines for issuing audit reports are closely monitored through monthly monitoring meetings and regular interaction by the Chief of the Peacekeeping Audit Service**